

**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*

**Strategic Aim A: Creating the conditions for businesses to compete (80-100%, 40-79%, 0-39%)** **Item No. 5(a)**

Objective	Resourced actions (underway)	Project Pipeline- resources required	% actions resourced	Progress/blockers
<b>1. Business support</b>	<b>5 actions</b> <ul style="list-style-type: none"> <li>• Business Gateway</li> <li>• Growth Advisory Service (BG/SE)</li> <li>• Loans/grants</li> <li>• SoS Competitiveness Project</li> <li>• Supplier Development Programme</li> </ul>	<b>0 actions</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>• Opportunities being created within new 2014-2020 EU Programmes for additional business support.</li> <li>• High demand for business grants / lower demand for pilot loan scheme.</li> <li>• Supplier Development Programme activity being reviewed for 2014/15.</li> <li>• EU funding for SoS Competitiveness Project extended to 2014.</li> </ul>
<b>2. New land and premises</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>• Local Development Plan</li> <li>• Strategic Employment Land project</li> </ul>	<b>4 actions</b> <ul style="list-style-type: none"> <li>• Employment Land marketing</li> <li>• Central Borders Business Park</li> <li>• Seafood Technology Park - Eyemouth</li> <li>• Caerlee Mill, Innerleithen</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>• Proposed Local Development Plan being presented to Council on 25 September 2013.</li> <li>• Funding package for development of Seafood Tech Park being progressed. £250k contribution from Council proposed.</li> </ul>
<b>3. Infrastructure</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Rollout of NGB</li> </ul>	<b>3 actions</b> <ul style="list-style-type: none"> <li>• Roads</li> <li>• Mobile coverage improvements</li> <li>• Reston Station</li> </ul>	<b>25%</b>	<ul style="list-style-type: none"> <li>• Digital Scotland Superfast Broadband contract has been let by Scottish Government.</li> <li>• Scottish Borders Business Forum first event focused on roads/ rail infrastructure.</li> <li>• SOSA lobbying letter on mobile coverage sent to Ministers.</li> <li>• Reston Station - feasibility report now being considered by Transport Scotland.</li> </ul>
<b>4. Growth in key sectors</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• 7Stanes</li> </ul>	<b>2 actions</b> <ul style="list-style-type: none"> <li>• Textiles Enterprise Initiative</li> <li>• Creative Sector Support programme</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>• Creative Sector Programme in development, linking Business Gateway services to Creative Scotland investment.</li> </ul>

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>5. Maximise recreational, retail and cultural opportunities</b>	<b>4 actions</b> <ul style="list-style-type: none"> <li>Event support</li> <li>Homecoming 2014</li> <li>Tourism marketing and promotion and info</li> <li>Textile tourism trail</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>Borders Railway marketing</li> </ul>	<b>80%</b>	<ul style="list-style-type: none"> <li>VisitScotland have identified national budget for railway marketing plan.</li> <li>Railway opportunities workshop held with Area Tourism Partnership.</li> </ul>
<b>6. Attract new businesses</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Inward investment programme</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Meeting to be arranged with SDI to discuss inward investment opportunities.</li> </ul>

### Strategic Aim B: Building on our assets

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>1. To maximise the economic development potential of the Borders Railway</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Implement plan to maximise the economic opps</li> <li>Deliver transport interchange</li> </ul>	<b>0 action</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>Borders Railway Economic Opportunities Action Plan in place. Some actions are resourced, others remain to be developed.</li> </ul>
<b>2. To develop business FE/HE link around the Scottish Borders campus</b>	<b>0 action</b>	<b>1 action</b> Build new business relationships with HWU locally and at Riccarton	<b>0%</b>	<ul style="list-style-type: none"> <li>Initial meeting held with senior representatives from Heriot Watt University.</li> </ul>
<b>3. To support vibrant town centres by reducing vacancy rates and increasing footfall from tourism and leisure visitors</b>	<b>3 actions</b> <ul style="list-style-type: none"> <li>Deliver Selkirk CARS town centre regen project</li> <li>Delivery Kelso Town Centre Business Hub</li> <li>Review Town Centre Retail Policy</li> </ul>	<b>0 action</b>	<b>100%</b>	

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>4. To encourage integrated and multi-purpose land-use, including modern land and asset management practices</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Undertake S Govt pilot Regional Land use strategy</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Deliver Innerleithen Aim Up Bike Park project</li> </ul>	<b>50%</b>	<ul style="list-style-type: none"> <li>• Aim Up community group currently working on funding package for project with input from various partners.</li> </ul>
<b>5. To provide a framework which allows communities to contribute to economic growth</b>	<b>5 actions</b> <ul style="list-style-type: none"> <li>• 2007-2013 LEADER</li> <li>• Deliver Fisheries Local Action Group programme</li> <li>• Develop NSB Dev framework</li> <li>• Develop Eyemouth Harbour Development framework</li> <li>• Deliver Whole Town Plans</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Develop new Scottish Borders LEADER 2014-2020</li> </ul>	<b>83%</b>	

## Strategic Aim C: Developing the workforce of the future

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>1. To bring more young people and other job seekers into employment</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Develop Employability Support Pipeline</li> <li>Deliver Youth Employment Scotland funded local employment recruitment incentive</li> </ul>	<b>4 actions</b> <ul style="list-style-type: none"> <li>Develop a Local skills plan</li> <li>Prepare school leavers for world of work (linked to CfE)</li> <li>Improve access to learning and skill in East Borders</li> <li>Scottish Borders Guarantee</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>Scottish Borders Youth Employment Scheme launched w/c 23 September, being delivered by Barnardos Works.</li> </ul>
<b>2. To support employers to address skills deficiencies in response to current and future need</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Engage with employers to identify workforce development training needs in key sectors</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Learning and Skills Partnership to progress this action.</li> </ul>
<b>3. To attract talented and entrepreneurial people who place a high value on access and quality of life</b>	Linked to Inward Investment		<b>0%</b>	
<b>4. To encourage people to develop new entrepreneurial and business skills</b>	Covered by Business Gateway		<b>0%</b>	

## Strategic Aim D: Providing leadership

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline- resources required	% actions resourced	Progress/blockers
<b>1. To encourage and support the transition to a low carbon economy</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Develop Low Carbon Economic Strategy</li> </ul>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Energy efficiency skills development programme for business</li> <li>Renewable energy demo projects (farm scale in first instance)</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>Low Carbon Economic Strategy in final draft, workshop being held at CPP Strategic Board.</li> </ul>
<b>2. To provide political leadership and promote the case for the Scottish Borders at Scottish, UK and EU levels</b>	<b>3 actions</b> <ul style="list-style-type: none"> <li>Borders Business Forum</li> <li>Lobby for special assistance at NUTS3 level</li> <li>Lobby to ensure representation of the areas in Scotland and Europe</li> </ul>	<b>0 action</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>Scottish Borders Business Forum established, led by local business organisations.</li> <li>Working with South of Scotland Alliance, lobbying activity on NUTS 2, future EU Programmes and Assisted Area Status.</li> </ul>
<b>3. To co-ordinate and collaborate across activities and budgets</b>	<b>0 action</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Develop a case internally &amp; externally for match funding for priority projects to be funded under new 2014-2020 EU programme</li> </ul>	<b>0%</b>	
<b>4. To ensure that spending by CPP has a positive impact on the economy</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Public sector procurement reform</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Council working on new Community Benefits from Procurement policy.</li> </ul>

# SCOTTISH BORDERS LOW CARBON ECONOMIC STRATEGY 2023 - ACTION PLAN

**Aim A. Improve business competitiveness** – work with local business to increase resource efficiency, and provide assistance to exploit low carbon business opportunities for instance in supply chains and new markets.

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<b>Objective 1: To ensure that businesses can easily access carbon reduction support</b> - thereby increasing competitiveness.					
Deliver 'Business Gateway Plus' services <b>(Underway)</b>	Business Gateway delivery –additional ERDF resources secured	SBC (Economic Development)	Integration of low carbon advice into business support to all clients	Sept 2013 - Mar 2015	
<b>Objective 2: To increase business awareness of low carbon opportunities</b> - develop and deliver awareness and engagement programmes for local businesses which increases knowledge and capacity to deliver changes in business activity.					
Deliver support via Business Gateway and Scottish Enterprise to highlight low carbon opportunities <b>(Underway)</b>	Business Gateway delivery –additional ERDF resources secured, Scottish Enterprise staff/consultancy support	SBC (Economic Development), Scottish Enterprise	Number of businesses supported/developing new business proposals.	by March 2014	Awareness/training – access Carbon Trust support

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<b>Objective 3: To develop the renewable energy sector which maximises economic and social benefits to the area</b> – to develop a strategic approach to the delivery of all scales of renewable energy schemes.					
Work with Community Energy Scotland to assess renewable energy generation opportunities for the Council <b>(Underway)</b>	Staff resource to assess investment opportunities	SBC (Strategic Policy)/Chief Financial Officer	Identification of renewable energy options for the Council	by March 2014	
Undertake feasibility assessment for provision of kiln drying facilities for local timber. <b>(Underway)</b>	Initial study complete.	SBC (Built & Natural Heritage/Economic Development – Business Gateway)	Establish feasibility study for kiln drying opportunities.	by June 2013	Completion of feasibility study - June 2013
<b>Project Pipeline – Resources Required</b>					
Develop district heating scheme at Easter Langlee	Staff resource to secure investment	SBC (Forward Planning /Economic Development/E&I Projects )	Deliver scheme.	by Dec 2015	

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<p><b>Objective 4: To develop a workforce equipped with low carbon skills and education</b> – to ensure that we are equipping our current and future workforce with skills for success in a low carbon future. This covers overall resource efficiency, adaptation to new technologies and techniques including renewable energy generation.</p>					
<p><b>Project Pipeline – Resources Required</b></p>					
Support delivery of programme of low carbon training opportunities with Borders College	Additional cost to Borders College	Borders College /SBC (Economic Development)/Scottish Enterprise	Training courses delivered and increase in number of trained individuals.	by Aug 2015	Increase in number of individuals qualified/having completed training courses.
Deliver energy efficiency skills development programme for businesses  (Identified in Scottish Borders Economic Strategy Action Plan)	£50,000 (Revenue)	SBC (Economic Development) /Private Sector/Business Gateway/Borders College /SDS	Number of businesses assisted  Increase in profitability	2014/15-2015/16	Increasing skills to develop low carbon economy

**Aim B: Improve residents' quality of life** – assist individuals and communities to access advice and financial support to reduce domestic energy use, waste and unnecessary travel

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<b>Objective 1: To ensure greater uptake of energy support</b> - to improve the energy efficiency of homes, delivering economic benefits and tackling fuel poverty.					
Deliver Home Energy Efficiency Programme  (Implementation of Fuel Poverty Delivery Plan)  <b>(Yr 1 underway)</b>	Home Energy Efficiency Programme Scotland (HEEPS) S Govt funds.	SBC (Housing Strategy)	Number home energy efficiency measures installed in the private sector, or number of referrals to the Home Energy Scotland hotline	by March 2016 (full programme by 2023)	
<b>Objective 2: To increase access to low carbon transport and communications opportunities</b> – to help reduce the need to travel and assist flexible and mobile working practices.					
Provide electric vehicle recharging points  <b>(Underway)</b>	SBC Staff Resource/S Govt support	SBC (Fleet Management)	Number of recharging points installed	Ongoing	16 points currently installed  4 planned 2013/14  (Programme linked to Transport Scotland and Energy Saving Trust strategies)

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
Development of strategy to deliver range of innovative, integrated, value for money transport options for Scottish Borders residents which will reduce the carbon footprint of individuals and the public sector. <b>(Underway)</b>	Consultancy contract in place.	SBC (Chief Executives Dept)	Development of agreed strategy to deliver low carbon transport options.	Initial proposals by end Dec 2013	
<b>Project Pipeline – Resources Required</b>					
Increase publicity and marketing of bus services	Staff resource	SBC (Passenger Transport)	Increase in levels of bus use across key routes	Ongoing	
Improve joint working with partners on staff travel	Staff resource	SBC (Passenger Transport)	Increase in levels of car sharing	Ongoing	
<b>Objective 3: To increase access to local food and community space to grow food</b> - to support communities in their aims to localise food production, reducing carbon miles and increasing local skills.					
<b>Project Pipeline – Resources Required</b>					
Assess demand and supply of land for community food growing	Staff Resource	SBC (Neighbourhood Operations)	Register of available land and community demand. Network of projects.	by March 2015	

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<b>Objective 4: To support communities to develop local energy generation schemes</b> – to develop a localised decentralised energy network, which provides secure, low carbon supply, generates income for the community and offers local employment opportunities.					
Work with Community Energy Scotland to increase number of community energy projects <b>(Underway)</b>	Staff resource	SBC (Strategic Policy)/Chief Financial Officer	Increase in number of communities pursuing local energy generation projects.	Ongoing	

**Aim C. Adapting our infrastructure** - encourage a low carbon built environment that will reduce emissions, and is prepared for changing weather patterns including extreme weather events.

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<b>Objective 1: To pursue developments which deliver low carbon buildings and sustainable places</b> – to access the opportunities presented by a holistic approach to reduce emissions and change behaviours and an area where there are both low carbon opportunities and challenges for businesses, investors and householders.					
SBC to continue delivery of energy upgrade programme for buildings and streetlighting <b>(Underway)</b>	£335k (Buildings)  £5.5m (Streetlighting 5yr Programme)	SBC (Environment & Infrastructure/Chief Executives Department)	Improved energy efficiency within SBC estate	2013/14 (Buildings)  2014/15 -2019/20 (Streetlighting)	
Work with Community Energy Scotland to assess renewable energy generation opportunities for the Council <b>(Underway)</b>	Staff resource	SBC (Strategic Policy)/Chief Financial Officer	Identification of renewable energy options for the Council	by March 2014	
<b>Project Pipeline – Resources Required</b>					
SBC to publicise local examples of low/zero carbon demonstration developments	Staff resource	SBC (Planning & Regulatory Services)	Publication of good design practice.	by Mar 2015	Number of examples of low carbon case studies identified.

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
Promote inclusion of local heat networks through Local Development Plan.	Staff resource	SBC (Forward Planning)	Prepare local strategy for installation of local schemes.	by Mar 2014	Number of district heating schemes installed.
<p><b>Objective 2: To adapt our buildings and infrastructure to climate change</b> - to ensure that the buildings and infrastructure of the Borders are prepared to meet the challenges of a changing climate</p>					
<p><b>Project Pipeline – Resources Required</b></p>					
SBC to develop Adaptation Plan for all SBC infrastructure	Staff resource	SBC (Chief Executives Dept/Environment & Infrastructure Dept) /Adaptation Scotland	Adaptation plan produced. Improved ability to predict climate change impacts and plan/resource response	by 2015	

**Aim D. Increasing Community Resilience** - Work with our communities to meet future challenges.

Action	Resource	Who	3 Yr Target/Measures	Timescale	Notes
<p><b>Objective 1: To ensure communities are resilient to a changing climate</b> - to increase the resilience of our communities to withstand future challenges of altered weather patterns, extreme weather events, food security, transport issues and access to essential services.</p>					
<p><b>Project Pipeline – Resources Required</b></p>					
<p>Develop district heating scheme at Easter Langlee</p>	<p>Staff resource to secure investment</p>	<p>SBC (Forward Planning /Economic Development/E&amp;I Projects )</p>	<p>Deliver scheme.</p>	<p>by Dec 2015</p>	
<p>Support development of community resilience action plans to include low carbon skills, transportation, essential supplies, medical needs, etc.</p>	<p>SBC &amp; partners staff resource</p>	<p>SBC (Chief Executives Dept/Environment &amp; Infrastructure Dept) /NHS/police</p>	<p>Extended resilience plan approved</p>	<p>by Mar 2014</p>	<p>Number of communities supported</p>

# Scottish Borders Low Carbon Economic Strategy 2023

24 September 2013

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# Foreword

## Executive Member for Economic Development

We live on a planet with finite resources and a growing population. There are inexorable pressures on the physical and energy resources necessary to give everyone a basic, decent standard of living. But disparities in living standards across continents and cultures, and within communities, generate competition and conflict to secure access to limited resources. Whilst competition might result in the more efficient extraction and use of resources; conflict can not only waste resources but also restrict availability and increase price. Living sustainably is not just about tackling climate change, it is also a call to live within our means as individuals, families and communities, for the future wellbeing of us all.

Climate change, carbon emissions and low carbon economy are terms which seem confusing, complicated and frightening. They tend to conjure a negative picture of a future where quality of life and opportunity is far lower than we enjoy today. As a result, many people seem not to be taking on board advice and support to help them move to a more sustainable lifestyle – it just doesn't seem urgent enough yet.

However, living sustainably and the move away from a high carbon economy (one which relies on fossil fuels) offers great economic opportunities at all levels. The purpose of this new Low Carbon Economic Strategy is to set out a route for the Scottish Borders to move towards a low carbon future. I believe that we need to take steps now so that we can secure financial, skills and lifestyle benefits for the future.

The strategy is aligned to the Scottish Borders Economic Strategy 2023 and with the wider Community Planning Partnership priorities. It sets out a vision for a resilient, low carbon future, and goes on to identify priority actions which I hope will set us on that path.

Councillor Stuart Bell  
September 2013

# 1 Why We Need a Low Carbon Economic Strategy

## 1.1 Low Carbon Economy – The Need to Respond

The twin challenges of climate change and energy security are driving a fundamental reassessment of how we will be able to develop our global and local economies into the future.

Climate change is one of the most significant economic and environmental challenges that we face, with the scientific consensus and political will to address the issue gathering pace. Concerns over oil prices and supplies are just one of a number of critical considerations for energy planning. Moving to a low carbon economy makes financial and business sense, as well as addressing a critical environmental imperative. We need to become smarter and increasingly resource efficient in the way we do business and deliver services.

The Stern Review<sup>1</sup> states that if the world fails to stabilise carbon emissions in a relatively short space of time, it could lead to problems on a scale similar to those associated with the world wars and the economic depression of the first half of the twentieth century. A key message is that early action will cost the World's economies less in the long run than putting off such action. It suggested that developed economies should reasonably invest just over 1% of current GDP to mitigation activities now, to avoid higher GDP losses in the future.

### **Definition of a Low Carbon Economy**

The characteristics of a local low-carbon economy, as defined by IDeA<sup>2</sup>, include “Clean, secure and affordable sources of energy; low carbon infrastructure, buildings, products and services; accessible, efficient, low-carbon transport; high waste recycling and has the necessary local infrastructure to do so; innovative economies with diverse employment; high skills-development infrastructure for the current and future workforce.”

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

Over time, a 'low carbon economy' will be seen as a clear objective for all sectors within the local economy, not just as something that relates to a limited range of industries or services.

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<sup>1</sup> The Economics of Climate Change, HM Treasury 2006

<sup>2</sup> Improvement and Development Agency 2005

A reduction in the carbon intensity of all activities across an area is key to the success of this transition. Along with a strategic approach to the attraction of new low carbon enterprises which can access an appropriately skilled and committed workforce, this will drive essential change and deliver increased energy security and resilience in future.

## **Scottish Government Objectives**

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

### **The potential scale of the economic opportunities for Scotland:**

- Scotland's low carbon market was worth around £8.5 billion in 2007-08 (within a GDP of around £100 billion), and is forecast to rise to around £12 billion by 2015-16;
- Scotland can secure a position as the international destination of choice for low carbon investment, and for the development of the financial architecture for a global low carbon economy;
- Jobs in the low carbon sector in Scotland could grow by 4% a year to 2020, rising from 70,000 to 130,000, over 5% of the Scottish workforce;
- Scotland is already an exporter of low carbon technologies, with £845m worth of low carbon technologies exported in 2009/10 mainly to China, Spain, Malaysia, India and Romania;
- Scotland can be the green energy capital of Europe, and offshore wind alone could bring an estimated £30 billion of inward investment, and up to 20,000 jobs;
- Scotland now generates 22% of its final electricity demand from renewables and is comfortably on course to meet targets of 31% by 2011 and 80% by 2020;
- Sales of offshore electricity could value £14 billion by 2050, the equivalent of £2,700 for each person in Scotland;

- Household energy efficiency could save a cumulative £8.5bn by 2050, and provide thousands of jobs;
- Motorists could save £300m a year in reduced fuel costs by 'eco-driving';
- Farmers could save up to £464m by 2022 in business efficiencies.

Figure 2 (Source: A Low Carbon Economic Strategy for Scotland, Scottish Government, November 2010)

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

## 1.2 Scottish Borders Economy

The Scottish Borders Economic Strategy 2023 sets out a series of challenges and opportunities for the area. The economic opportunities offered by the transition to a low carbon future are highlighted within the Economic Strategy and one of the strategic objectives is that of Providing Leadership 'To encourage and support the transition to a low carbon economy.

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

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

## 1.3 Challenges and Opportunities

### a) Challenges

#### **Businesses**

The Scottish Borders has a population of just over 113,000 people in a land area of 4736 Km<sup>2</sup>. It is a rural area that lacks many of the characteristics associated with a competitive economy - high value jobs, high skills, strong transport links and quality of employment sites and Information and Communications Technology (ICT) infrastructure.

Currently, there are only a small number of businesses following a low carbon route, and the level of low carbon skills and training opportunities available within the Scottish Borders is limited. The integration of carbon reduction activity across all sectors is crucial, especially for our traditional business sectors. Economic success will also require the development of the workforce to build up low carbon related skills to help local businesses to meet the challenges of a low carbon future and to realise the economic opportunities of the change.

#### **Households**

The Scottish Borders is recognised as having a low wage economy with average weekly wages 22% lower than the in Scotland as a whole. The latest Scottish Housing Condition Survey findings show that 37% of households in the Scottish Borders are fuel poor, compared to 28% in Scotland as a whole. The National Home Energy Rating (NHER) shows that the Scottish Borders has a slightly higher proportion of dwellings rated 'poor' (7%) than the rest of Scotland (5%), and overall only a third of private dwellings have a good NHER rating (i.e. 8 to 10), which is lower than the rest of Scotland (45%).

Due to the rural nature of the area and dispersed settlement pattern, there are high levels of car ownership across the area, with many remote households entirely dependent on access to private cars. As fuel prices continue to rise, those living in more isolated locations are finding it increasingly difficult to access jobs, services and recreational opportunities. Food costs are also higher away from the main shopping centres.

Electronic communications are improving across the area and will continue to do so over the next few years. However, communities still tend to function and develop initiatives in isolation from each other, and opportunities to learn from experience are not as well shared as they could be.

## **Infrastructure**

The Scottish Borders is currently reliant on road transportation, with no rail stations within the area until the opening of the Borders Railway, scheduled for 2015. The dispersed population in a large rural area with limited public transport options causes high car ownership especially in remote areas. Rising fuel costs are increasingly impacting on the ability of rural communities to access employment, services and recreational opportunities.

Poor broadband access across the Scottish Borders has been highlighted as a significant obstacle for the development of rural businesses, home working and for communities wishing to access services remotely.

## **Communities**

The total population of the Scottish Borders is growing, with significant increases in the number of people over 65 living in the area. A decrease in the working age population is predicted over the next 20 years.

In common with most rural areas, Scottish Borders communities are experiencing changing social conditions (including the impact of the Welfare Reform Act), higher fuel and energy prices and local extreme weather conditions. House prices in the area remain high but there is a shortage of affordable housing, additionally there are more households in fuel poverty in the Scottish Borders compared to the Scottish average. Accessibility of key services (retail and recreational) is highly dependent on car ownership

The Scottish Borders has a strong and well supported voluntary and community sector although this could be adversely affected by reducing public sector expenditure, and is already being affected by reduced private sector funding.

## **b) Opportunities**

### **Businesses**

The economic benefits of developing a low carbon approach are potentially considerable, and can offer long term opportunities for both the economy and individual businesses within the area. Local businesses that improve their efficiency in utilising raw materials and reduce input costs (particularly energy) generate higher levels of profitability, improve levels of competitiveness and are able to invest in other areas of the business.

Development and implementation of low carbon technologies and the skills and knowledge of staff, will enable businesses to identify and take advantage of related opportunities in both the domestic and international markets.

## **Households**

Increasing the energy efficiency of homes by improving building standards for newly built houses, and through the retrofitting of energy efficiency measures to those which are poorly insulated, can reduce the cost of heating and improve individual's health and wellbeing. Money saved on fuel can be spent elsewhere in the local economy and installation can offer business and employment opportunities to local firms. If we are smarter about how we insulate and heat our homes everyone can benefit.

The inclusion of district heating networks in new housing developments over an agreed scale, and retrofitting to existing settlements where practical, could offer significant benefits in terms of reduced heating costs and security of supply in future.

## **Infrastructure**

An expanded Broadband and communications infrastructure enables flexible low carbon working practices, supports new business opportunities in rural locations, and speeds and eases communication. All of this increases the resilience of communities and the competitiveness of Borders businesses.

By assessing likely changes to weather patterns, including extreme weather events, we can plan and design our buildings and infrastructure networks to be able to withstand impacts and ensure continuity of service provision. By developing a long term adaptation plan for the built environment, costs of implementation can be phased, and opportunities can be identified for local businesses to deliver the adaptations.

## **Communities**

The Scottish Borders has a strong background in community activity with significant proportions of residents volunteering in a wide range of local initiatives. The majority of Community Councils have either developed, or are in the process of developing, Community Resilience Plans, which help groups tackle first response emergency situations themselves.

By building on this commitment, and supporting local communities to develop climate change resilience plans, communities can identify future risks and opportunities presented by a changing climate. They can become less dependent on traditional service provision and more able to support the community from within. The development of low carbon awareness and skills within communities can support local energy, transport and food projects to deliver local benefits. The establishment of local renewable energy schemes could provide local supply or generate long term income for the community by selling energy produced.

## 2. The Strategy

### 2.1 Vision to 2023

A vision for a Scottish Borders low carbon future has been developed based on consultation with stakeholders:

**‘By 2023 the Scottish Borders will have a more resilient low carbon economy. By supporting businesses and communities to reduce their carbon footprint, our business competitiveness and quality of life will be improved.’**

Following on from this, the Community Planning Partnership Strategic Board has identified three key priorities for the Single Outcome Agreement (SOA):

1. Grow our economy
2. Reduce inequalities
3. Maximise the impact from the low carbon agenda

The third underpins and supports all activity across the SOA.

The Low Carbon Economic Strategy aims to support the future competitiveness of our economy and provides a defined framework for a) the Council in fulfilling its roles as a Leader, Operator and Regulator for local low carbon issues, and b) the Community Planning Partnership to address key priorities.

### 2.2 Strategic Aims

In order to set out the first steps towards this vision, the Low Carbon Economic Strategy focuses activity around four interlinked Strategic Aims. These have been developed through consultation and in response to the challenges identified, and to achieve the proposed vision.

**Aim A. Improve business competitiveness** - by addressing resource efficiency and costs within local businesses, and by exploiting low carbon business opportunities in supply chains and new markets.

**Strategic Initiatives**

***Supporting Low Carbon Business Transition***

Through the Business Gateway, and working with Scottish Enterprise, we will seek to promote adoption of low carbon processes and development and use of related technologies within new and exiting businesses.

An example of the activities to be undertaken includes '***Business Gateway Plus***'. This EU funded programme will provide key resource efficiency advice across all sectors, with a particular focus on businesses identified with growth potential. This will be launched in autumn 2013.

***Building the Low Carbon Knowledge and Skills Base***

To fully benefit from the opportunities offered by low carbon there is a need to embed related knowledge and skills within the leaders and workforce of the area.

This will be done by working with Borders College, Heriot Watt University and other FE/HE institutions to ensure local provision of new, relevant low carbon related courses and workshops.

**Aim B. Improve resident's quality of life** - by addressing fuel poverty and encouraging behaviour to change towards lower carbon lifestyles, supporting individuals to develop new low carbon related skills and localisation of service access.

**Strategic Initiatives**

***District Heating Schemes – Easter Langlee Pilot***

The opportunity to deliver a substantial district heating scheme associated with the Council waste facility outside Galashiels offers huge potential to tackle local fuel poverty, security of energy supply, economic development and support local skills. The scheme will act as a key demonstration site encouraging greater uptake of community heating networks in the area.

***Fuel Poverty Delivery Plan***

A key source of funding for the implementation of the Delivery Plan is the current Scottish Government Home Energy Efficiency Programme for Scotland (HEEPS) which offers substantial support for Councils to address fuel poverty at the local level. The Council is developing a 10 year programme bid to fund domestic improvements, targeting areas of greatest need.

**Aim C. Adapting our infrastructure** - to encourage a low carbon built environment that will reduce carbon emissions and is better prepared for changing weather patterns including extreme weather events.

**Strategic Initiative**

***Flood Risk Management***

The strategy uses a series of complementary measures to reduce flood risk and the impact of flooding when it does occur. Measures include awareness raising, flood warnings, flood protection products, watercourse clearance, minor flood protection works and major flood protection schemes. The works and schemes are designed to minimise carbon emissions and include measures such as flood storage and natural flood management which are designed to work with nature. Many of the natural flood management measures include the long term planting of native tree species, contributing to carbon sequestration.

**Aim D. Increasing community resilience** – we will work with our communities to increase their capacity to withstand future climate change impacts and access opportunities including local food production and renewable energy generation.

**Strategic Initiative**

***Community Climate Resilience***

The successful Community Resilience Programme will be extended to cover wider climate change issues, increasing the awareness and skills of local communities to prepare for new challenges and to take advantage of opportunities.

The pursuit of these strategic aims will be linked to the overall framework for delivery of the Single Outcome Agreement. The role of the Low Carbon Economic Strategy is to inform and initiate activity which will drive the transition to a low carbon economy, providing leadership and support to partners.

A key purpose of the Strategy is to clearly demonstrate the need for integrated planning and delivery of actions, with the responsibility for progress being accepted by all partners. The strategic aims are interlinked, meaning that delivery in one area should benefit the other objectives.

## 2.3 Objectives

To deliver the above Strategic Aims the following objectives have been defined.

### Strategic Aim A - Improve business competitiveness - Key objectives:

- 1. To ensure that businesses can easily access carbon reduction support**  
– to increase resource efficiency thereby increasing competitiveness.
- 2. To increase business awareness of low carbon business opportunities**  
- develop and deliver awareness and engagement programmes for local businesses which increases knowledge and capacity to deliver changes in business activity.
- 3. To develop the renewable energy sector**  
- to develop a strategic approach to the delivery of all scales of renewable energy schemes.
- 4. To develop a workforce equipped with low carbon skills and education**  
- to ensure that we are equipping our current and future workforce with skills for success in a low carbon future.

### Strategic Aim B - Improve resident's quality of life - Key objectives:

- 1. To ensure greater uptake of energy support**  
- to improve the energy efficiency of homes, delivering economic benefits and tackling fuel poverty.
- 2. To increase access to low carbon transport and communications opportunities**  
– to help reduce the need to travel and assist flexible and mobile working practices.
- 3. To increase access to local food and community space to grow food**  
- to support communities in their aims to localise food production, reducing carbon miles and increasing local skills.
- 4. To support communities to develop local energy generation schemes**  
– to develop a localised decentralised energy network, which provides secure, low carbon supply, generates income for the community and offers local employment opportunities.

### Strategic Aim C - Adapting our infrastructure - Key objectives:

**1. To pursue developments which deliver low carbon buildings and sustainable places**

- to access the opportunities presented by a holistic approach to emissions reduction and behaviour change.

**2. To adapt our buildings and infrastructure to climate change**

- to ensure that the buildings and infrastructure of the Borders are prepared to meet the challenges of a changing climate.

### Strategic Aim D - Increasing Community Resilience - Key objective:

**1. To ensure communities are resilient to a changing climate**

- to increase the resilience of our communities to withstand future challenges of altered weather patterns, extreme weather events, food and energy security, and access to transport and other essential services.

Table 1 provides an overview of the vision, strategic aims and objectives.

<b>VISION:</b>	<b>‘By 2023 the Scottish Borders will have a more resilient low carbon economy. By supporting communities and businesses to reduce their carbon footprint, our business competitiveness and quality of life will be improved.’</b>			
<b>STRATEGIC AIMS:</b>	<b>A. Improve business competitiveness</b>	<b>B. Improve residents’ quality of life</b>	<b>C. Adapting our infrastructure</b>	<b>D. Increasing Community Resilience</b>
<b>OBJECTIVES</b>	1. To ensure that businesses can easily access carbon reduction support	1. To ensure greater uptake of energy support	1. To pursue developments which deliver low carbon buildings and sustainable places	1. To ensure communities are resilient to a changing climate
	2. To increase business awareness of low carbon opportunities	2. To increase access to low carbon transport and communications opportunities.	2. To adapt our buildings and infrastructure to climate change	
	3. To develop the renewable energy sector which maximises economic and social benefits to the area	3. To increase access to local food and community space to grow		
	4. To develop a workforce equipped with low carbon skills and education	4. To support communities to develop local energy generation schemes		
	<b>IMPLEMENTATION: THE ACTION PLAN</b>			

Table 1

## 2.4 Action Plan

To define the activity required to progress these objectives a framework of actions is set out in the action plan attached as Annexe 2. Action is focussed on support for the strategic priorities identified by the Strategic Board of the Community Planning Partnership.

## 2.5 Leadership

In order to deliver the required changes in policy and structure to drive the transition to a low carbon economy strong and consistent leadership will be essential. Political support for this move is clear at national and international level. Fundamental integration of low carbon objectives will be essential across all sectors, including health, education, social care and community support.

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

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

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

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

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

### 3. Tracking Our Progress

The Community Planning Partnership will track the progress of the Low Carbon Economic Strategy alongside the Economic Strategy. The approach of the Low Carbon Economic Strategy will be a critical element in the delivery action to address the strategic priorities of the Community Planning Partnership (CPP), and implementation will be required across all of the activity of the Single Outcome Agreement if these priorities are to be effectively tackled.

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 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 progress and possible changes in emphasis, as local and national supporting mechanisms evolve.

Performance will be assessed against the actions and indicators within the Scottish Borders Single Outcome Agreement, Scotland’s Climate Change Declaration and Public Duties Guidance within the Climate Change (Scotland) Act 2009.

#### Single Outcome Agreement Performance Measures

CO2 emissions per capita
Energy Consumption: <b>Commercial</b> Electricity per consumer
Energy Consumption: <b>Household</b> Electricity per consumer
Energy Consumption in SBC premises
Employment in renewables
Generating capacity from small scale renewables (50-500KW)-hydro, PV, wind etc
Number of Borders students training in renewable installation
Proportion of households in Fuel Poverty
% of social sector dwellings that pass the SHQS
Proportion of household who are coping well or very well financially

**Strategic Aim A: Creating the conditions for businesses to compete (80-100%, 40-79%, 0-39%)** **Item No. 5(a)**

Objective	Resourced actions (underway)	Project Pipeline- resources required	% actions resourced	Progress/blockers
<b>1. Business support</b>	<b>5 actions</b> <ul style="list-style-type: none"> <li>• Business Gateway</li> <li>• Growth Advisory Service (BG/SE)</li> <li>• Loans/grants</li> <li>• SoS Competitiveness Project</li> <li>• Supplier Development Programme</li> </ul>	<b>0 actions</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>• Opportunities being created within new 2014-2020 EU Programmes for additional business support.</li> <li>• High demand for business grants / lower demand for pilot loan scheme.</li> <li>• Supplier Development Programme activity being reviewed for 2014/15.</li> <li>• EU funding for SoS Competitiveness Project extended to 2014.</li> </ul>
<b>2. New land and premises</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>• Local Development Plan</li> <li>• Strategic Employment Land project</li> </ul>	<b>4 actions</b> <ul style="list-style-type: none"> <li>• Employment Land marketing</li> <li>• Central Borders Business Park</li> <li>• Seafood Technology Park - Eyemouth</li> <li>• Caerlee Mill, Innerleithen</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>• Proposed Local Development Plan being presented to Council on 25 September 2013.</li> <li>• Funding package for development of Seafood Tech Park being progressed. £250k contribution from Council proposed.</li> </ul>
<b>3. Infrastructure</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Rollout of NGB</li> </ul>	<b>3 actions</b> <ul style="list-style-type: none"> <li>• Roads</li> <li>• Mobile coverage improvements</li> <li>• Reston Station</li> </ul>	<b>25%</b>	<ul style="list-style-type: none"> <li>• Digital Scotland Superfast Broadband contract has been let by Scottish Government.</li> <li>• Scottish Borders Business Forum first event focused on roads/ rail infrastructure.</li> <li>• SOSA lobbying letter on mobile coverage sent to Ministers.</li> <li>• Reston Station - feasibility report now being considered by Transport Scotland.</li> </ul>
<b>4. Growth in key sectors</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• 7Stanes</li> </ul>	<b>2 actions</b> <ul style="list-style-type: none"> <li>• Textiles Enterprise Initiative</li> <li>• Creative Sector Support programme</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>• Creative Sector Programme in development, linking Business Gateway services to Creative Scotland investment.</li> </ul>

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>5. Maximise recreational, retail and cultural opportunities</b>	<b>4 actions</b> <ul style="list-style-type: none"> <li>Event support</li> <li>Homecoming 2014</li> <li>Tourism marketing and promotion and info</li> <li>Textile tourism trail</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>Borders Railway marketing</li> </ul>	<b>80%</b>	<ul style="list-style-type: none"> <li>VisitScotland have identified national budget for railway marketing plan.</li> <li>Railway opportunities workshop held with Area Tourism Partnership.</li> </ul>
<b>6. Attract new businesses</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Inward investment programme</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Meeting to be arranged with SDI to discuss inward investment opportunities.</li> </ul>

### Strategic Aim B: Building on our assets

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>1. To maximise the economic development potential of the Borders Railway</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Implement plan to maximise the economic opps</li> <li>Deliver transport interchange</li> </ul>	<b>0 action</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>Borders Railway Economic Opportunities Action Plan in place. Some actions are resourced, others remain to be developed.</li> </ul>
<b>2. To develop business FE/HE link around the Scottish Borders campus</b>	<b>0 action</b>	<b>1 action</b> Build new business relationships with HWU locally and at Riccarton	<b>0%</b>	<ul style="list-style-type: none"> <li>Initial meeting held with senior representatives from Heriot Watt University.</li> </ul>
<b>3. To support vibrant town centres by reducing vacancy rates and increasing footfall from tourism and leisure visitors</b>	<b>3 actions</b> <ul style="list-style-type: none"> <li>Deliver Selkirk CARS town centre regen project</li> <li>Delivery Kelso Town Centre Business Hub</li> <li>Review Town Centre Retail Policy</li> </ul>	<b>0 action</b>	<b>100%</b>	

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>4. To encourage integrated and multi-purpose land-use, including modern land and asset management practices</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Undertake S Govt pilot Regional Land use strategy</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Deliver Innerleithen Aim Up Bike Park project</li> </ul>	<b>50%</b>	<ul style="list-style-type: none"> <li>• Aim Up community group currently working on funding package for project with input from various partners.</li> </ul>
<b>5. To provide a framework which allows communities to contribute to economic growth</b>	<b>5 actions</b> <ul style="list-style-type: none"> <li>• 2007-2013 LEADER</li> <li>• Deliver Fisheries Local Action Group programme</li> <li>• Develop NSB Dev framework</li> <li>• Develop Eyemouth Harbour Development framework</li> <li>• Deliver Whole Town Plans</li> </ul>	<b>1 action</b> <ul style="list-style-type: none"> <li>• Develop new Scottish Borders LEADER 2014-2020</li> </ul>	<b>83%</b>	

## Strategic Aim C: Developing the workforce of the future

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline-resources required	% actions resourced	Progress/blockers
<b>1. To bring more young people and other job seekers into employment</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Develop Employability Support Pipeline</li> <li>Deliver Youth Employment Scotland funded local employment recruitment incentive</li> </ul>	<b>4 actions</b> <ul style="list-style-type: none"> <li>Develop a Local skills plan</li> <li>Prepare school leavers for world of work (linked to CfE)</li> <li>Improve access to learning and skill in East Borders</li> <li>Scottish Borders Guarantee</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>Scottish Borders Youth Employment Scheme launched w/c 23 September, being delivered by Barnardos Works.</li> </ul>
<b>2. To support employers to address skills deficiencies in response to current and future need</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Engage with employers to identify workforce development training needs in key sectors</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Learning and Skills Partnership to progress this action.</li> </ul>
<b>3. To attract talented and entrepreneurial people who place a high value on access and quality of life</b>	Linked to Inward Investment		<b>0%</b>	
<b>4. To encourage people to develop new entrepreneurial and business skills</b>	Covered by Business Gateway		<b>0%</b>	

## Strategic Aim D: Providing leadership

(80-100%, 40-79%, 0-39%)

Objective	Resourced actions (underway)	Project Pipeline- resources required	% actions resourced	Progress/blockers
<b>1. To encourage and support the transition to a low carbon economy</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Develop Low Carbon Economic Strategy</li> </ul>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Energy efficiency skills development programme for business</li> <li>Renewable energy demo projects (farm scale in first instance)</li> </ul>	<b>33%</b>	<ul style="list-style-type: none"> <li>Low Carbon Economic Strategy in final draft, workshop being held at CPP Strategic Board.</li> </ul>
<b>2. To provide political leadership and promote the case for the Scottish Borders at Scottish, UK and EU levels</b>	<b>3 actions</b> <ul style="list-style-type: none"> <li>Borders Business Forum</li> <li>Lobby for special assistance at NUTS3 level</li> <li>Lobby to ensure representation of the areas in Scotland and Europe</li> </ul>	<b>0 action</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>Scottish Borders Business Forum established, led by local business organisations.</li> <li>Working with South of Scotland Alliance, lobbying activity on NUTS 2, future EU Programmes and Assisted Area Status.</li> </ul>
<b>3. To co-ordinate and collaborate across activities and budgets</b>	<b>0 action</b>	<b>2 actions</b> <ul style="list-style-type: none"> <li>Develop a case internally &amp; externally for match funding for priority projects to be funded under new 2014-2020 EU programme</li> </ul>	<b>0%</b>	
<b>4. To ensure that spending by CPP has a positive impact on the economy</b>	<b>0 action</b>	<b>1 action</b> <ul style="list-style-type: none"> <li>Public sector procurement reform</li> </ul>	<b>0%</b>	<ul style="list-style-type: none"> <li>Council working on new Community Benefits from Procurement policy.</li> </ul>

Tracey Logan  
Chief Executive  
Scottish Borders Council

20<sup>th</sup> June 2013

Dear Tracey

### **Quality Assurance (QA) of Draft Single Outcome Agreements (SOAs)**

Thanks for organising the very constructive engagement with yourself, your staff and Scottish Government colleagues. The discussion very usefully clarified a number of issues for both Danny and I, and focused our thinking on the strengths of your approach and areas for development across this year.

On strengths, the partnership has created a powerful and cohesive vision for the Borders across the next 10 years with an intelligent emphasis on the economy and reducing inequalities. The “understanding of place” that underpins the vision is excellently expressed and evidenced, both in the introductory overview and across the partnership programmes. The analysis of inequality “gaps” is extensive and well linked to the focus on deprived communities throughout the piece. Finally, the Partnership Improvement Plan is well designed, and addresses the key points in the recent Audit Scotland report.

The development areas we would recommend seek to build on the clear strengths identified, and largely develop the focus and the logic of the draft SOA. These are:

1. The analysis of place identifies that there are a number of communities in the Scottish Borders that are experiencing interrelated relatively poor outcomes. Two of these are prioritised, the most vulnerable, but others are experiencing serious issues. We suggest the SOA might include integrated targets (perhaps a matrix of 6 – 10 key indicators) for supporting these communities to achieve more positive outcomes across health, learning and development, employment and employability, income and safety and resilience. The matrix would provide a baseline and change to that baseline would measure progress over time.
2. The SOA notes the “total place” type initiatives with particularly challenged communities. It emerged in discussion that these are pilots to explore a fully integrated approach across the partnership to dealing with the need of those “communities in the round”. We think this is a very important development and that it would be helpful to spell out the pilot status of these initiatives in greater detail including the forms of integration, capacity building and resourcing that will be adopted and tested. It would also be helpful to indicate the degree of “roll out” to other communities intended. Our sense is that a neighbourhood/community level of planning, integrated service delivery and more flexible use of existing resources may be relevant to all the communities in your bottom quintile SIMD. These commendable

- initiatives reinforce the point above about potentially including a matrix of outcome improvement targets for actual communities within your performance framework.
3. Our sense is that your performance framework is still a work in progress and would benefit from some rationalisation and consolidation. The model might be your concise and focused set of indicators and targets for the economy and infrastructure theme. These are limited in number, evidence based and clearly quantified. Other themes and the prevention plan, particularly the inequality theme, have a large number of indicators but largely without clear targets. We would suggest this could be rationalised in three ways:
- (a) Noting that outcome improvement targets (e.g. increasing numbers in employment) are more or less expressible as prevention targets (e.g. reducing unemployment). We are not sure you need both as they will tend simply to express the same change in different ways.
  - (b) For each theme, report only key headline indicators relevant to the strategic purpose, role and accountabilities of the CPP Board. Other more detailed indicators may be reported for theme or service management purposes, but the SOA should be focused on strategic outcomes only. Only quantified targets should be included for the short to medium term.
  - (c) The key strap-line for strengthening CPPs is that they should deliver “demonstrable improvements in people’s lives”. It is sensible in the light of that to include only a small number of indicators and targets that are truly predictive of that (e.g. S4 tariff is much more predictive of subsequent educational, employment and income outcomes than any other education indicator).

We suggest therefore no more than around 10 indicators under each theme with linkage through to the strategic priorities set by the Board. We suggest that you consider integrating outcome improvement and prevention targets in each theme and we suggest an additional reporting theme for your “total place” pilots with an integration of improvement indicators and targets for each particular community involved.

Given the discussion with you, we finally suggest that each theme for performance reporting has a short introductory narrative on the challenges and opportunities generated for that theme by changes in the wider environment (e.g. welfare reform, public sector retrenchment, etc.). This will provide clarity as to why targets have been set as they have.

4. On resourcing, we have sympathy with your view that this is about using real resources more creatively and productively rather than simply comparing budgets. However, this does run the risk of not seeming to commit to much around resourcing and resource shift at all. We would suggest three ways of developing this.

First, make it clear that implementation planning and delivery will encompass how resources can be used in new ways and for greater impact for both the strategic

themes and the “total place” pilots. Second, the performance framework for improved outcomes provides a control on whether resources are being used more productively and effectively than before. Finally, as budgeting does matter, it may be sensible for each partner to present to the CPP Board on how their budget proposals for the forthcoming year will support and advance the priorities set by the Board, i.e. the Board should have a right to comment before budgets are formally set.

5. We were impressed with the Partnership Improvement Plan and think it could usefully be more formally integrated into the SOA. It is fundamental to effective governance, performance and increasing impact, and there is good sense in including partnership improvement as a key cross cutting theme in the SOA.

Three points should be made to pull this together. We have identified areas for development, and made suggestions, but these are meant to be helpful not prescriptive. There may be other, and better, ways of addressing these development areas locally. For the present, agreeing the areas for development is the priority. These developments are intended to be undertaken across the next year, not the next week or month. They might sensibly be built into the Partnership Improvement Plan and monitored on that basis. Finally, we would be happy to support these developments in any way that is useful and, specifically, to discuss our conclusions with the Board if that would be helpful.

We hope these observations are helpful and look forward to your response.

Yours sincerely

Colin Mair  
Chief Executive

Dear Colin,

Many thanks for your letter dated 20<sup>th</sup> June, by way of feedback on our Quality Assurance discussion held on 18<sup>th</sup> June 2013. We welcome your support for our very focused approach and look forward to developing this SOA in partnership with the Improvement Service and Scottish Government over the coming years and being able to evidence that the work of our CPP is delivering a demonstrable improvement in people's lives.

I have responded to the five specific points your letter makes and you will see that we have already addressed some of the points in Version 10 of the SOA submitted to Government on the 27<sup>th</sup> June:

1. In order to focus our Community Planning Strategic Board on the inequalities that exist within the Borders (despite very positive data at a Borders wide level, comparing favourably to Scottish averages), we have taken the "gap" analysis approach. In order to examine this in the first instance, we have looked at a very broad range of indicators but appreciate that a more concise matrix of measures and baselines would be more useful for SOA purposes and we will work through our CPP to refine this matrix. This clearly relates to the "Performance Management" work stream of our Audit Improvement Plan;
2. You will see in Section 9 of SOA Version 10 that we have indeed stated that the work within our two most deprived communities will indeed be a pilot for this locality based method of working in other communities where there are also challenges but where deprivation is perhaps more hidden;
3. Our performance framework, as you quite rightly state, is a work in progress, and this is something that Audit Scotland has also highlighted as an improvement area and is captured by our Audit Improvement Plan. Whilst we will require an overarching framework for SOA purposes, we are sensitive to the fact that each of the "total place" pilots will indeed require their own improvement indicators which will form part of the overall framework for use by our Joint Delivery Team and by our Community Planning themes;

In response to the final point you make under Item 3, we have inserted a few paragraphs throughout SOA Version 10 that spell out the challenges and opportunities around the achievement of targets;

4. It was useful to have the discussion on resources and we are pleased that you sympathise with our position on this and our concerns about our prevention plan. We are of course committed to using our resources as effectively as possible and see the prevention plan as simply a starting point for the type of analysis the Scottish Government wants to see, but we want to avoid creating an industry around the analysis of resources. A paragraph has been added to the SOA in Section 5 stating our clear commitment at both a strategic level and a

project level. The “Use of Resources” work stream within the Audit Improvement Plan will develop our approach to defining joint resources across the CPP;

5. We welcome your comments on our Audit Improvement Plan and have included it as an Annex to our SOA. We welcomed the opportunity to be part of the early audits and the plan has formally focused our attention around issues where we knew there were weaknesses and where we wanted to ensure partner involvement. This letter and the actions you suggest will be taken on board within the relevant work streams.

Once again, I would like to thank you and Danny Logue for the constructive approach you took to this quality assurance process.

Yours sincerely,

Tracey Logan  
Chief Executive, Scottish Borders Council and Chair of the CPP Joint  
Delivery Team

# **AGREEMENT ON JOINT WORKING ON COMMUNITY PLANNING AND RESOURCING**

## **Purpose**

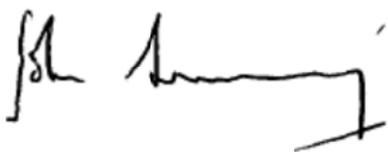
1. Delivery of new Single Outcome Agreements (SOAs) agreed with each Community Planning Partnership (CPP) requires the mobilisation of public sector assets, activities and resources, together with those of the third and private sectors and local communities.
2. This Agreement describes how CPPs will draw upon this totality and breadth of resource in order to improve local outcomes for communities and to ensure that the individual and collective decisions of partners are in the best interests of communities and the public sector as a whole. It places clear expectations on local government, the NHS and public bodies to share budget and resource planning assumptions with each other at an early stage and to work together through Community Planning Partnerships (CPPs) to deploy resources towards the jointly agreed priorities set out in each CPP's Single Outcome Agreement (SOA). Each organisation will be expected to show a demonstrable commitment to this Agreement through their engagement with CPPs and through their own formal budget making and accountability arrangements.

## **Requirements of Community Planning Partners**

3. Individually and collectively the relevant partners in each CPP will:
  - ensure the SOA is the focal point for the planning and deployment of resources locally;
  - share budget, investment and resource planning information through the CPP, at an early stage in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources already and can further support SOA delivery;
  - agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA and ensure that deployment and alignment in practice; and
  - demonstrate commitment and adherence to this Agreement through their engagement with CPPs and in relevant governance and budget making processes, including in final budget documents, delivery plans and subsequent accountability arrangements.
4. The CPP is the only strategic forum where partners are able to jointly plan how to deploy collective resources to achieve the agreed priorities set out in the SOA. However, the CPP does not replace or override the formal governance and accountability arrangements of partner bodies.
5. Although benefits will be realised through agreed shifts in financial budgets, it is in the deployment and use of partners' wider resources, such as staff, buildings

and other assets, where maximum benefit is most likely to be secured. In implementing this Agreement partners must therefore consider resources in the broadest sense and bring the totality and breadth of that resource, including committed budgets such as schools and hospitals, to the discussion. In doing so, they must consider what additional benefit can be derived from those resources.

6. CPPs will decide locally which partners should be involved in implementing this Agreement. Those organisations currently with a statutory duty to participate in community planning (local authorities, territorial NHS Boards, Police Scotland, Scottish Fire and Rescue Service, Scottish Enterprise; Highlands and Islands Enterprise and Regional Transport Partnerships) will be involved in most if not all 32 CPPs. Other organisations, such as Scottish Natural Heritage and further education colleges may be involved, depending on agreed local priorities and circumstances.
7. The effective delivery of SOAs will also involve provision of resources to and by third sector organisations. Making the most of the total resources available locally means ensuring that the Third Sector Interface is a full community planning partner and drawing on the huge commitment of all those, including volunteers, who work to improve communities. CPPs should build on the third sector's breadth of experience and insight into working directly with individuals, communities and their assets to help them become more independent and co-produce better outcomes.
8. The Scottish Government and COSLA are absolutely committed to making community planning work for communities and for Scotland and to see that reflected in the decisions and approach of each partner and Government. This Agreement is an important step on that journey, building on the Statement of Ambition and the sign-off of new SOAs. Partners working together locally will quite rightly exercise a high degree of discretion in determining how to implement this Agreement. In doing so, they will take a practical and proportionate approach that best fits local circumstances whilst remaining firmly within its spirit and intent.



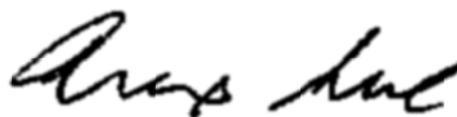
John Swinney  
Cabinet Secretary for Finance,  
Employment and Sustainable Growth



David O'Neill  
President,  
COSLA



Pat Watters  
Chair, National Community Planning  
Group



Alex Neil  
Cabinet Secretary for Health and Wellbeing

**Scottish Border Community Planning Joint Delivery Team**

**Wednesday 4<sup>th</sup> September, 2013**

**2:00-4:00pm**

**Committee Room 1, SBC**

**Present:**

**SBC:**

Tracey Logan, Chief Executive (chair)  
Rob Dickson, Director of Environment & Infrastructure  
Glenn Rodger, Director of Education and Lifelong Learning  
Eric Bajjal, Joint Director of Public Health  
David Cressey, Head of Strategic Policy  
David Robertson, Chief Financial Officer, SBC  
Elaine Torrance, Joint Programme Director for Health and Social Care Integration

**Partners:**

David Rennie, Stakeholder and Partnerships, Scottish Enterprise  
John Mallin, Group Commander (Borders Area), Scottish Fire and Rescue Service  
Margaret Ross, Chief Executive, Waverly Housing  
Nile Istephan, Chief Executive, Eildon Housing Association  
Julia Mulloy, Chief Executive, SBHA  
Pete Smith, Director of Finance and Resources, Borders College  
Kenny Simpson, Safer Communities Manager (representing Police Scotland)

**In Attendance:** SBC: Douglas Scott, Shona Smith, Sarah Glendingning (Strategic Policy Unit)

**Apologies:**

Jenny Wilkinson, Clerk to the Council, SBC  
Andrew Lowe, Director of Social Work Services, SBC  
Liz McIntyre, Principal, Borders College  
Helen Forsyth, Chief Executive, Berwickshire Housing Association  
Calum Campbell, Chief Executive, NHS Borders  
Andy Clark, Local Police Commander (Scottish Borders), Police Scotland  
Morag Walker, Executive Officer, The Bridge

**Summary of Discussion**

**1. Welcome and Apologies**

TL 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.

Matters arising (not covered on the agenda):

- Item 2: SG is collecting partners' key plans with a view to linking to them from the Community Planning page on the Scottish Borders Council site, in order that read-through can be seen from SOA priorities to strategic planning.
- Item 5: TL had received very positive feedback on the Ministerial Cabinet summer tour in Hawick. The session with Derek Mackay, Minister for Local Government and Planning yesterday (3<sup>rd</sup> Sep) had also gone well, with Borders able to showcase both Domestic Abuse Pathway and Welfare Reform work, as well as discussion with partners around our SOA process and next steps.
- Item 6: Some partners still to indicate whether or not they would like to attend the meeting with Police Scotland on 25<sup>th</sup> September (*note: meeting is now at 2pm*)

**ACTION**

- **SG to get links set up to partner plans on SBC site**

- **Partners to let SG know if they want to attend the meeting with Police Scotland on 25<sup>th</sup> September, 2pm**

### **3. Scottish Borders SOA – next steps**

SOA has been formally signed off by the Minister yesterday. However, it does remain a work in progress, as there is work to do on the inequalities indicators and on the prevention plan. NHS Borders will be taking it to their board early next week. In terms of the 3 priorities (Grow the economy, Reduce inequalities, Maximise the impact from the low carbon agenda), there are key strategies developed/being developed for all but Reducing Inequalities. EB outlined a good inter-agency session that had been held last Friday, looking at the work that is going on in both Burnfoot and Langlee and what more needs done to really start to close the gap. He also stressed the need to consider other inequalities that exist in other communities (of place and of interest, young carers etc). TL asked that DC lead a Project Team to develop this strategy, ensuring all necessary linkages with other strategies and action plans. She asked that we pay particular attention to individuals who might “fall through the net” e.g. young people living in families where domestic abuse takes place, leading to worklessness etc. There was concern that, even though we have good service provision in many areas, there are still significant differences in outcomes for people in our most and least deprived areas and there are people who are missed.

EB said that we need to tie the reducing inequalities strategy clearly back to the SOA, be relatively tight in scope, don't duplicate what the Early Intervention and Prevention is doing, and really work to close the gap. DC said that the SOA has to focus our activities. GR mentioned work that was taking place to provide early years centres in Burnfoot and Langlee which would focus activity in these two areas.

SG mentioned our Prevention Plan, which covers all the work that partners are doing in relation to the Scottish Government's 6 Priorities. We took the approach of including everything we are all doing in the plan as a starting point but on further reflection it may be that it doesn't really focus on true prevention and the shifting of resources.

TL asked that we do the work on our Reducing Inequalities strategy first and then come back to this group to develop the Prevention Plan, and that this forms a substantive item on our agenda. NI asked about direction from Scottish Government on Prevention Plans. DS said that he had spoken with Richard Rollison (Scottish Gvt) at the Ministerial visit who had stressed the fact that it is really up to individual CPPs to work out what is best for them.

SG asked that our 3 themes now consider their contribution to the SOA priorities.

### **ACTION**

- **DC to lead on Reducing Inequalities Strategy**
- **Theme leads to ensure that each theme is addressing SOA priorities fully**
- **Future Joint Delivery team agenda to be devoted to Prevention Plan development.**

### **4. Community Planning Improvement Plan update**

DC gave an update on the Improvement plan, under each of the 5 themes

#### Strategic direction and leadership

The partnership has made considerable progress with the vision set down in April and the jointly agreed SOA submitted in June, signed off by the Scottish Government yesterday. Our SOA has been commended for its clear focus on inequalities, but work needs to be done on rationalising the indicators in relation to inequalities, and on defining the resources that are used collectively in working towards the achievement of outcomes, as well as on our Prevention Plan.

#### Performance Management

This is the area that we have probably made least progress on over the summer, due partly to annual leave and the work that is still required to be undertaken by the Joint Delivery Team and the Strategic Board regarding the actions, programmes and projects that are required to deliver the 3 key priorities.

#### Use of Resources

Work has been completed in relation to aligning SBC Capital and Revenue budgets to CPP themes. Once SBC has had time to develop and agree the methodology, this approach needs to be endorsed by the Joint Delivery Team and the CPP Strategic Board and then completed by partners to gain an overview of resources available to the Partnership in order to deliver the agreed priorities. SBC will have a paper to present at the next meeting. TL said that the minister had encouraged us to “ignore the public sector finance rule book” and to be creative in developing new solutions based on a sound understanding of the resources that are available to address particular outcomes for people. She said that we need to stop talking and start doing, and look at the common client base we all have, which should then result in specific actions around a small number of families. NI asked about ROI analysis, methodology for the work (e.g. committee spend in current year) as we need to be clear about this before partners start the exercise and develop a set of principles for moving forward. This will also be vital around the integration of health and social care.

#### Governance and accountability

The initial mapping exercise to baseline current governance arrangements across the themes has been done. Maps were handed out and DS, SG, and SS spoke to their theme’s map. Themes need to consider these in relation to understanding the CPP landscape and the proposed streamlining of these governance arrangements. RD said that there are some groups that we just need to acknowledge and that we don’t need to “take over” groups e.g. Civil contingencies group, tried and tested, why intervene. We should only streamline where there is a common purpose and too much overlap; we need to make an assessment of whether we are competing or coordinating; there will always be “rogue groups”. GR said that we need to ensure that the control of resources matches the governance route. ET said that the Health and Social Care pathfinder board has to find a route into community planning and that this new board needs to be given elements of the SOA, to be accountable for. EB added that in relation to Integration, Scottish Government are saying to us to find the answer locally. JM said that housing cuts across all the themes and DC asked that partners agree to the Borders Housing Network joining the EIP theme- **AGREED**

#### Community Engagement

The group has agreed an approach for the development of a full set of principles for community engagement activity across the CPP. A draft will be brought in November for comment and approval. A Voluntary Sector event was held on 16th May to raise awareness of the CPP structure, and a workshop to begin the process of developing a “Reducing Inequalities Strategy” took place on 30th August (referred to under item 3 above) .

#### **ACTION**

- **SS to continue to work with theme Executive Sponsors to progress work, and an update will be prepared and presented to the Strategic Board**
- **SS will also update Audit Scotland and the Accounts Commission re progress**
- **Delivery Teams to review maps and feed back to Joint Delivery Team in November**

#### **5. Scottish Borders Household Survey**

DS gave an introduction to the report that generally presented good news for SBC and partners. The final report will go to the Council at the end of September and the Community Planning Strategic Board on the 1<sup>st</sup> October. The response rate has dropped from 43% in 2010 to 34% in 2013. Clare Malster (SBC Community Engagement Officer) said that this may be partly due to increased length of the survey but that a 34% response rate is still very good. Concerns had been raised about roads and about public conveniences, as well as affordability of rent and mortgages, and it was very interesting to note that “tackling poverty and inequality” was now the third top priority (it had been 12<sup>th</sup> place in 2010)

From a Police perspective, there was little change from 2013, with people still regarding feeling safe as their top priority. DS highlighted that volunteering levels had gone down. Health improvement- reduction in physical activity levels and gym membership. Good response about NHS Borders. Reports available at area committee area level which will be useful for discussion at a more local level. GR said that it’s what we do now with the results and the changes we make and communicate with the public that is really important, if the survey is to have any value. Need to map this to the SOA and triangulate with the Strategic Assessment. Interrogate the findings. TL said that it is important to get back to people, explain consequences of our

actions, communicate the results. NI said it will also be important to pre-empt the press coverage that these survey results will get. CM stressed that the report is still confidential at this stage. JM asked if results were available by tenure type.

#### **ACTION**

- **SBC to prepare a press release for publishing of results, with input of partners**
- **CM to check if results available by tenure type**
- **DC to lead piece of work around what we are doing as a result of what we have found**

#### **6. Low Carbon Economic Strategy Update**

RD said that the development of the strategy had been a lengthy process, with feedback from partners and stakeholders. Redrafting work is now underway to ensure that this strategy is in the same format as the recently approved Economic Strategy, and will clearly differentiate what we *are* doing and what *needs done* (as per the format of the action plan of the Economic Strategy). It will be a reflection of a point in time, and there are many policy changes, announcements that will affect the strategy both now and into the future. Monitoring of the action plan needs to be fit for the Strategic Board. A number of points were raised around joining up low carbon / poverty issues in Langlee and Burnfoot. JM said that this strategy had been discussed yesterday at the Housing Network and they believed that some RSL issues had not been captured e.g. around Eco funding. Need to pull together all the Housing Network activity as the strategy is not reflecting this activity yet.

#### **ACTION**

- **RD to keep group updated, and ensure involvement of Housing Network**

#### **7. Scottish Government led "Borderlands" Summit update**

DS informed the group that there had been a Cabinet announcement last week about proposed cross border work, to be led by the Scottish Government. It follows the publication in July of the 'Borderlands' report for the Association of North East (of England) Councils (ANEC) and Cumbria County Council, calling on Scotland and the North of England to work together to exploit mutual economic and social opportunities.

The Scottish and English border councils have agreed to join forces to explore ways of boosting business and tourism in the area, and SBC has agreed to host the first meeting.

#### **ACTION**

- **DS will continue to work with the Scottish Government on this initiative and will keep the Joint Delivery Team updated on progress.**

#### **8. Papers for noting**

A South of Scotland Next Generation Broadband update had been circulated for information

#### **9. AOCB**

TL informed the group that SBC has allocated a sum of money for a consultant to undertake a piece of work around sustainable transport and it is hoped that partners will play into this work fully. SG said that a Project Mandate had been presented to this group some time ago and it had been agreed that there was a real need to establish a project that mapped current services provided by partners and look at sustainable solutions. The PID has now been developed by the consultants, iMPower, and has a slightly wider scope than the original mandate, and now needs to take account of some fairly large reviews within SBC e.g. within Education and Social Work. ET said that there had been some really valuable learning through the Change fund, on what does and what does not work and that we need to build on that. RD said that by the turn of the year, the consultants would like to be in a position to present us with a model with options.

#### **ACTION**

- **SG to circulate PID and work with consultants to ensure involvement of partners over the next 2 months**

#### **10. Next meeting: Wednesday 6<sup>th</sup> November 2013, 2- 4pm, Committee Room 1**