

SCOTTISH BORDERS
COMMUNITY PLANNING JOINT DELIVERY TEAM

MINUTE of MEETING of the COMMUNITY PLANNING JOINT DELIVERY TEAM held in Committee Room 1, Council Headquarters, Newtown St Boswells on 13 August 2014 at 2.00pm.

Present:- Tracey Logan (SBC) (Chairman), Philip Barr (SBC), Callum Campbell (NHS Borders), Rob Dickson (SBC), David Girrity (Fire and Rescue Scotland), Colin Henderson (Skills Development Scotland), Nile Istephan (Eildon Housing), David Killean (Borders College), Jeannette McDiarmid (SBC), Alistair McKinnon (Scottish Enterprise), Julia Mulloy (SBHA), David Robertson (SBC), Margaret Ross (Waverley Housing), Kenny Simpson (Police Scotland), Morag Walker (Scottish Borders Community Development Co.).

Apologies:- Eric Baijal (SBC/NHS Borders), Helen Forsyth (Berwickshire Housing), Clair Hepburn (SBC), Grant McDougall (Skills Development Scotland), Liz McIntyre (Borders College), David Rennie (Scottish Enterprise).

In Attendance:- John Mallin (Fire and Rescue Scotland), Maggie Tierney (Scottish Government), Douglas Scott (SBC), Shona Smith (SBC), Sarah Watters (SBC), Jenny Wilkinson (SBC).

ORDER OF BUSINESS

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

MINUTE

2. There had been circulated copies of the Minute of Meeting held on 18 June 2014.

DECISION

APPROVED the Minute.

COMMISSION FOR DEVELOPING SCOTLAND'S YOUNG WORKFORCE (WOOD COMMISSION REPORT)

3. There had been circulated copies of a briefing paper on the Final Report of the Commission for Developing Scotland's Young Workforce. Mr Douglas Scott, SBC Senior Policy Consultant, presented the briefing paper. From a Council perspective, there was nothing in the report which had not already been discussed both at the Community Planning Partnership and at SBC CMT. Discussions had been held with Borders College and beyond, all Head Teachers, and Senior Education Officers, to change the focus for young people. The Education service was working with the Economic Development service to put a plan together to move forward linking in with Borders College. Work was already underway with several businesses, particularly in Hawick where businesses had been brought in to schools. Borders College had nominated a senior member of staff to work on taking forward the Wood report. The Joint Delivery Team was advised that Scottish Enterprise was involved with an "Invest in Youth" programme that was currently being developed and intended to sit alongside Investors in People. Where Scottish Enterprise engaged with businesses and gave help, it would encourage youth employment practices. In terms of Regional Selective Assistance, using young person employment would attract a premium but state aid restrictions still applied so there was no particular incentive to employ young people. Shona Smith advised of a recent Joseph Rowntree Foundation paper on

employing young people, which included case studies. The Joint Delivery Team then considered forming a Sub-Group to take the recommendations of the Wood report forward.

DECISION

AGREED:-

- (a) to the formation of a Sub-Group to take forward the Wood report recommendations;
- (b) the Sub-Group would include Jeanette McDiarmid, a representative from Borders College, Grant McDougall;
- (c) Shona Smith would invite others to join the Sub-Group or if anyone else was interested in joining the Sub-Group to contact Shona directly; and
- (d) Shona Smith would circulate to the Joint Delivery Team a copy of the Joseph Rowntree Foundation paper on employing young people.

ACTIONS:

- (a) Shona Smith to invite others to join the Sub-Group or if anyone else was interested in joining the Sub-Group to contact Shona directly;
- (b) Shona Smith to circulate the Joseph Rowntree Foundation paper.

BORDERS YOUNG PERSON'S GUARANTEE OUTLINE BUSINESS CASE

4. There had been circulated copies of the outline business case for The Borders Young Person's Guarantee, as discussed at the last meeting. Shona Smith, SBC Communities and Partnership Manager, presented the paper, advising the figures therein were from 2011/12. Colin Henderson advised that the 2013/14 figures were now available, and he could also add further details to the figures, so it would be helpful if Shona and he were to meet. A high number of young people were unable to find work, with the percentage of job seekers allowance claimants for those aged 16 – 24 consistently higher than the Scottish average. Long term unemployment at this stage in someone's life had long lasting effects. The Guarantee should be linked into the recommendations in the Wood Commission report. The objective of the Guarantee was that "every young person leaving school in the Scottish Borders will have the choice of a job, training or further education opportunity available to them". Measures of success for the Guarantee would include falling rates of unemployment in the Borders for 16 – 24 year olds, with subsequent increasing rates of employment; 100% of school leavers offered a positive destination (currently around 92%); significant benefits within communities; and improved health and wellbeing for individuals.
5. The Joint Delivery Team then discussed whether the Guarantee should include attainment and what attainment actually meant. The Fire and Rescue Service was currently in discussion with the Criminal Justice Authority to develop team building and good citizen courses for young offenders. These young people required support beyond the proposed courses, although it was recognised that all young people have particular needs, so no hierarchy was envisaged. Early intervention would hopefully reduce the number of people going into the criminal justice system in the first place. Morag Walker advised that a number of agencies in the Third Sector were working with young people and undertook to send details to Shona Smith. As a lot was happening, it was important to process map all the different projects, establish the gaps and link these together or see where change would be required. It was important to build on experiences and engagement already in place, but also consider the impacts of welfare reform and employability. It was hoped to establish a home-work club in Hawick. A whole range of young people needed help to overcome additional barriers e.g. looked after children, LGBT children, children leaving care, young offenders. It was also important not just to work together but to share information on a case-by-case basis.

DECISION

AGREED:-

- (a) to include young offenders in the scope of the project, recognising this could be done in tandem with the work on the Wood Commission Group;
- (b) to establish a Short Life Project Group with representation from SBC Education; Borders College; Skills Development Scotland; NHS, RSLs and SBC employers representatives; SBC employment support service; and Voluntary Sector;
- (c) that the Project Group would develop a set of Employment, Training and College options along with a timetable to deliver these options; and
- (d) the Project Group would report back to the Joint Delivery Team in December 2014.

ACTIONS:

- (a) Shona Smith to amend the Guarantee to include young offenders and other relevant groups and linked to Wood Commission Group work;
- (b) those organisations identified as members of the Project Group to give names of representatives to Shona Smith.

COMMUNITY PLANNING PARTNERSHIP RESOURCING

6. SBC Chief Financial Officer, David Robertson, gave a presentation to the Joint Delivery Team on Community Planning Partnership Resourcing. Mr Robertson explained that the Audit Scotland report highlighted that the Partnership needed to identify those key priorities where community planning could make an impact and re-align resources and budgets to address those key priorities. Previously the Partnership had jointly agreed to use the Strategic Assessment to focus the CPP on 3 key areas: Reducing Inequalities; Growing Our Economy; and Maximising the Impact from the Low Carbon Economy. This included demonstrating how resources and budget were aligned to these key priorities. However, the Audit report identified that the Partnership had not yet identified the overall resources available to it, or how individual partners' resources could be aligned to deliver the agreed priorities within the Single Outcome Agreement. The Partnership had agreed a joint action plan and commenced the data gathering exercise but progress had been very slow. The Partnership had to jointly understand the total resources available; understand the contribution of partners to the resources within the CPP; scrutinise those contributions; and identify and address resourcing constraints and opportunities for redirecting resources.
7. In terms of the 2013/14 Gross Revenue CPP Budget, £576.536m had been identified so far (Berwickshire - £7.384m, Waverley - £5.416m, Eildon - £10.334m, SBHA - £15.963m, SBC - £331.254m, NHS - £192.950m, and Borders College - £13.239m). In terms of the 2013/14 Gross Capital CPP Budget, £41.9m had been identified so far (Berwickshire - £0.5m, Waverley - £5.4m, Eildon - £8.4m, SBC - £25m, and NHS - £2.6m). The allocation of the 2013/14 CPP Gross Revenue Budgets (excluding DWP, Police and Fire, and Third Sector) by broad subjective head was: Employee costs - £261.751m, Premises costs - £38.519m, Transport costs - £23.668m, Other costs - £221.61m, and Capital Financing - £30.988m). An example was given of an analysis of Borders College budgets by Single Outcome Agreement priorities. The next steps would be to finalise the 2013/14 analysis; undertake the 2014/15 analysis; map resources to priorities for CPP partners; and undertake further work to identify potential opportunities for targeting resources more effectively to address joint priorities. It was hoped to complete the 2014/15 analysis by the time of the next Joint Delivery Team meeting. There was some discussion on the figures, as some seemed to be missing, although may have ended up in "other costs". The next stage would then be to look at the outcomes and not focus on the inputs from each partner.

DECISION

AGREED that:-

- (a) this was a work in progress that needed to move forward; and

- (b) David Robertson would circulate the figures to allow further figures to be added, including the necessary background material to allow the analysis to take place and details to be added and the matter would be considered further at the next meeting of the Joint Delivery Team.

ACTION: David Robertson would circulate the figures from the presentation to all members to allow further figures and background material to be added.

NATIONAL RECORDS FOR SCOTLAND; 2012 BASED POPULATION PROJECTIONS

8. There had been circulated copies of a joint report by the SBC Service Director for Strategy and Policy and the SBC Service Director for Regulatory Services providing an explanation of the NRS 2012-based Population Projections for the Scottish Borders. Mrs Sarah Watters, SBC Corporate Performance and Information Manager, and Ms Erin Murray, SBC Research and Policy Officer, gave a presentation on this and added that forecasts for household numbers for Scotland had just been released by National Records for Scotland (NRS) on 30 July 2014. Both the population and the household projections were important for the Partnership as they were used to inform future strategy and provide a form of “early warning” should current population trends continue. They also provided a possible future population scenario based on previous trends, useful for planning service provision and joint work. However, the NRS stated “sub-national projections are trend-based, not policy-based. Many social and economic factors influence population change including policies adopted by both central and local governments”. CPP work, projects and initiatives were not taken into account within the projections. The key points made in the report were that NRS projected that between 2012 and 2037 Scotland’s population would increase by 8.8%. However, the NRS projected that there would be no net change in the Scottish Borders’ population during the same timeframe. A small population growth in the Scottish Borders was projected until 2027, then a projected decline from 2027 to 2037. In terms of projected population by age group, there was a projected increase in people aged 65+, and a projected decrease in the working age population over the same time period.
9. The Scottish Borders experienced a 6.7% growth in population between 2001 and 2011. However, this increase was not replicated across the Borders – some towns experienced an increase in population from the 2001 to the 2011 census (Galashiels: +4.9%, Peebles: +2.7%, Kelso: +11.5%, and Eyemouth: +1.9%), while others experienced a decrease (Hawick: -3%, Selkirk: -0.9%, and Jedburgh: -2.6%). Details were also given of the ethnicity of the Borders in 2011, with white being the predominant group at 98.71%, with 1.14% of these being Polish. Key initiatives that would be expected to influence future population levels were: a general improvement in the national economic situation particularly in comparison to the rest of Europe; Borders Railway, a £300m investment serving the Borders; Edinburgh-Berwick rail service, a proposed rail service serving East Berwickshire; planned opportunities for economic and residential development; exploiting opportunities through Assisted Area Status (2014-2020); and the Scottish Government response to the South of Scotland Rural Regional Economic Development Programme, presented to the Cabinet Secretary in June 2014. There were also a number of key initiatives that the Partnership could consider, including an enhanced promotion of modern apprentices to help retain young people within the Borders, and to provide trained employees to meet increased workforce demand; targeted promotion of the Borders as a key inward investment location, making the most of our key infrastructure improvements, specifically broadband, mobile coverage, business premises (in particular at Tweedbank) and the railway; promotion of the concept of the elderly as a positive asset who can contribute to the economic and social needs of the area, and promotion of careers within the care sector; enhanced promotion of FE and HE provisions at the Scottish Borders Campus.
10. The Joint Delivery Team discussed aspects of the population projections including the movement between towns; the net change of people going in/out of the Borders being consistent, with the number of people living in but working out with the Borders tending to earn more than those who lived and worked in the Borders; and the impact of industrial restructuring within towns, including employers trying to reduce employee costs. There was a need to go out beyond the Borders and promote our assets to attract people and potential

employers into the Borders as they would not simply come on their own. It was fundamental to look at what the Borders could offer e.g. a well education workforce, lifestyle benefits etc. The Borders was still perceived as being “far away” with barriers to living such as transport (the railway may help change this perception) and broadband access (this was still a real issue in some areas). Perhaps businesses that had older people as clients could be targeted. A recent report had stated that older people would be a benefit and not a drain on society. They could also be “asset rich” e.g. time, money and capital and a valuable asset to the third sector. Colin Henderson advised that local Job Fairs had been surveyed over 5 years and 50% of young people wanted to return to the Borders but the perception was there were no jobs available to allow them to do so.

DECISION

NOTED the population projections.

SOA PERFORMANCE REPORTING

11. Mrs Sarah Watters, SBC Corporate Performance and Information Manager, also gave a presentation which explained the background and purpose of this Assessment and highlighted the key points. The Audit Scotland report had advised that a robust performance management framework was required to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement. The Partnership needed to identify key priorities, develop sufficiently challenging targets and monitor their progress. The Executive Sponsor for this task was Callum Campbell, NHS Borders Chief Executive. The plan was to establish a Performance Management Group which would agree with the Strategic Board and the Joint Delivery Team the actions (and the ownership of these) that were required to deliver the key priorities; develop with the Strategic Board and the Joint Delivery Team the key targets and measures that would demonstrate successful outcomes and performance; and monitor and evaluate progress using an agreed Performance Management Framework. West Lothian had been highlighted as best practice for CPP performance management arrangements. Data needed to be presented in a user-friendly way for a “mixed” audience.
12. There were circulated at the meeting copies of the Single Outcome Agreement 2013: Draft Performance Reporting, August 2014. The proposed reporting format included an overview section comprising a RAG (red, amber, green) status for each of the performance indicators, the lead for each of the indicators, a description of the indicator, the long term trend, the reporting frequency and a commentary. This was followed by detailed graphical representations of each performance indicator. The intention was to explore the use of “Info Graphics” (very high level graphical interpretations of trends) with the CPP Strategic Board at its meeting on 11 September 2014 and also for wider public dissemination. Calum Campbell advised that there was a concern that it was difficult to tell how much of the trends were down to natural variations. This was a good start but Callum Campbell felt it was necessary to link actions more clearly to shorter term Performance measures. It was acknowledged that some of the PIs were difficult to monitor and report on quarterly. Consideration would need to be given to reporting quarterly to the Joint Delivery Team and annually to the CPP Strategic Board, as per West Lothian practice. There was a query regarding the business survival rate, where the target was possibly too ambitious, having not been met since 2005/06. Perhaps another way would be to look more at the value of start ups/survival rates, including the growth potential. Alistair MacKinnon of Scottish Enterprise offered to provide some information on the businesses which Scottish Enterprise currently tracked ie account managed companies.

DECISION

(a) NOTED the presentation.

(b) AGREED :-

- (i) that comments on the proposed reporting format be sent to Sarah Watters and Callum Campbell with a draft report produced for the CPP Strategic Board meeting on 11 September 2014;
- (ii) that Alistair Mackinnon provided information on the businesses which Scottish Enterprise currently tracked.

ACTIONS:

- (a) All would provide comments on the proposed reporting format to Sarah Watters and Callum Campbell; and
- (b) Alistair MacKinnon would provide information on the businesses which Scottish Enterprise currently tracked.

FUTURE SERVICES REFORM

13. Nile Istephan, Chief Executive of Eildon Housing, gave an update on Future Services Reform. He had met with Tracey Logan and Shona Smith on 22 July 2014 to scope out initial ideas and a meeting was now needed with Barbara Allison of Scottish Government. There was a danger that this Group could become a repository for everything so care would need to be taken not to overlap with the other Groups. Three themes would be taken forward: procurement issues; estates/assets/resources issues; and Health and Social Care Integration opportunities. Other ideas would be included later. Given the range and likely development of the Group, it was proposed that the Group would have a core membership with other experts being invited to join as appropriate. Shona Smith advised that Barbara Allison had now come back with some potential dates for a meeting.

DECISION

NOTED the update and AGREED that any comments or thoughts on Future Services Reform be sent to Nile Istephan.

ACTION: All to provide any comments or thoughts on Future Services Reform to Nile Istephan.

TOWNS AND COMMUNITY FRAMEWORK

14. Martin Joyce, SBC Service Director Capital Projects, and Sarah Watters gave an update presentation on the Towns and Community Framework. Under the original CPP "Place and Communities" theme, the aim was to produce a plan that provided an economic, social, environmental baseline; brought together the CPP to discuss their future plans for buildings, assets, services and projects; brought together community and voluntary bodies and interest groups to work up a vision and plan; used an intensive and collaborative style, underpinned with 'resource realism'; and helped to maximise resources from the community, businesses and external funding. The experience gained in pulling together the Eyemouth Plan led to shift towards the production of a "framework" rather than a plan, with a series of open days, workshops and partner engagement. The framework was not trying to capture all actions, which would be a large document and out of date immediately, but aimed to set a vision, highlighting issues and opportunities i.e. flexibility within the framework. This would be a short document which everyone could use and included an action plan to focus actions for the shorter term. In terms of lessons learned from the Eyemouth experience, there was a need for adequate resources, given that the framework was only the tip of the iceberg. CPP engagement was required at operational level, providing an integrated overview of issues and opportunities. Good engagement was required from the community and additional time built in if there were no strong local groups. The importance of key individuals within the community was recognised, as was the need to ensure action on the ground continued in parallel.
15. With regard to Eyemouth, specific opportunities and actions for CPP, flowing from assets, services and projects, had been identified in the workshops. There was an opportunity to

use this to drive the Modernising Government agenda. The Council and Berwickshire Housing Association were working with Scottish Futures Trust/HubCo and other stakeholders such as NHS, Police and Fire & Rescue, to consider where new, co-ordinated investments could add value, achieve savings and overall deliver better services. A “place based review” with Scottish Futures Trust provided a key opportunity at the former High School, with capital enabling funding being provided, leading to a scalable masterplan, including housing/offices for Berwickshire Housing Association; a new fire station; a new police station; Integrated Children’s Services/Education/Social Work base for the Council; NHS investment in health care/dental surgery; private sector and third sector involvement; and a community centre. Other factors which needed to be taken into account in moving forward with Towns and Community Frameworks were the lessons learned from Eyemouth, Christie/Future Service Reform theme, the Community Empowerment (Scotland) Bill, the Public Bodies (Joint Working)(Scotland) Act 2014, and the SBC corporate re-structure moving to a People, a Place and a Chief Executive’s department. A review of the Council’s Neighbourhood Services was underway and an examination of the principles for locally delivered Council services going forward. The Council was currently creating an overview of Council activity in each main town, exploring new approaches for locally delivered Council services, and using the flexible Town Framework approach in the main settlements, in order to identify and agree issues and opportunities with a wide range of community groups and stakeholders. There were potential new opportunities for jointly delivered services with CPP partners. The Council’s Corporate Management Team had discussed Locality Management Teams across all disciplines e.g. including Headteacher, Neighbourhood Services Manager, etc. and the intention was to bring a report to the next meeting of the Joint Delivery Team with further details of a pilot group with partners on working with local communities.

16. Moving forward would involve developing a Town Matrix, Town Framework and Local Action Plan. The Towns Matrix would give a profile of each town based on key data sets which enabled high level comparison of towns, highlighted “needs” and helped identify priority towns. Some RSLs had a similar tool, although it needed to be recognised that perceptions can be different from reality when looking at information, and decisions taken on whether a particular trend should be managed or attempts made to change it. The Towns Framework would identify issues and opportunities and a vision for the future, providing a robust vehicle for community engagement and buy-in. A local action plan would then be agreed with the community, which would include actions for all partners to tackle – not just CPP partners – and would include a “resource realism” to ensure the action plan could be delivered. It was recognised that locality meant different things to different services/organisations. The next steps would be the Eyemouth work continuing with partner involvement – master planning, community hub, etc; the Council working on the matrix, service reviews, principles for local decision making/service delivery; and more partner input once work had advanced further.

DECISION

(a) NOTED the presentation.

(b) AGREED that Tracey Logan would bring a report on a Locality Management Team pilot to the next meeting of the Joint Delivery Team.

ACTION: Tracey Logan to bring a report on a Locality Management Team pilot to the next meeting.

SUSTAINABLE TRANSPORT

17. Mr Rob Dickson, SBC Director Corporate Transformation and Services, gave an update on the Sustainable Transport review. The Strategic Transport Board had met 4 times and had an programme of activity to the end of the year. A joint transport procurement framework was on track for January 2015, and a briefing note would be issued within the next 2 weeks. The voluntary sector was also part of this review. The biggest challenge had been the Borders Transport Hub – not just healthcare – and NHS Lothian had been invited to talk to the Board on 1 September 2014 about the Lothian Healthcare Hub.

DECISION

NOTED the update.

COMMUNITY BENEFITS POLICY

18. Shona Smith, SBC Communities and Partnership Manager, advised that the post of Community Benefits Officer had been advertised on the “myjobscotland” website. The post would sit within the Council’s Procurement section but would work closely with the Strategic Policy Unit, building community benefits into contracts and tenders.

DECISION

NOTED the update.

COMMUNITY PLANNING PARTNERSHIP STRATEGIC BOARD

19. There had been circulated copies of the draft agenda for the meeting of the Strategic Board due to take place on 11 September 2014.

DECISION

AGREED to add the following items on the agenda:

- (a) Performance Management;
- (b) Outcome of South of Scotland Economic Development Programme;
- (c) National Records for Scotland: 2012-based population projections;
- (d) Town and Community Framework;
- (e) Community Planning Partnership Resourcing; and
- (f) Borders Young Person’s Guarantee.

ANY OTHER BUSINESS

20. **Community Empowerment (Scotland) Bill** – Mr Douglas Scott, SBC Senior Policy Consultant, advised that the consultation for the Bill had been issued in June 2014. The Bill included details on CPP membership, locality performance reporting outcomes, and governance.

DECISION

AGREED to receive a report on the Community Empowerment (Scotland) Bill at the next meeting of the Joint Delivery Team.

21. **Alcohol and Drugs Partnership Draft Annual Report 2013/14** – the Group was asked to provide any comments on the draft report to Fiona Doig.

DECISION

NOTED.

ACTIONS:

- (c) Douglas Scott to provide a report on the possible implications of the Community Empowerment (Scotland) Bill to the next meeting; and
- (d) Any comments on the Alcohol and Drugs Partnership Draft Annual Report 2013/14 to be sent to Fiona Doig.

The meeting concluded at 4.05pm