

SCOTTISH BORDERS
COMMUNITY PLANNING STRATEGIC BOARD

MINUTE of MEETING of the COMMUNITY PLANNING STRATEGIC BOARD held in the Council Chamber, Council Headquarters, Newtown St Boswells on 3 April 2014 at 2.00pm.

Present:- Councillors J. Brown (Chairman), S. Bell; Ms H. Cuckow (Eildon Housing Association), Mr J. Dickie (Scottish Fire and Rescue Service), Cllr G. Edgar (SESTRANS), Mrs M. Hume (3rd Sector), Chief Superintendent G. Imery (Police Scotland), Mr A. Jackimciw (Borders College), Ms M. Peers (Berwickshire Housing Association), Dr D. Steele (NHS Board), Mrs R. Stenhouse (Waverley Housing).

Apologies:- Councillors D. Parker, C. Bhatia, M. Cook; Mr R. Licence (SBHA), Mr C. Campbell, Mr P. Heath, Mr A. McKinnon, Mr J. Raine.

In Attendance:- Ms T. Logan (SBC Chief Executive), Dr E. Baijal (Joint Director of Public Health), Mr D. Cressey (SBC Service Director of Strategy & Policy), Mr R. Dickson (SBC Corporate Transformation and Services Director), Ms S. Everingham (SBC Director of Social Work), Mr B. McGrath (SBC Chief Officer Economic Development), Clerk to Council, Democratic Services Officer (P. Bolson).

QUORUM

1. The Clerk to the Council explained that the quorum for the Community Planning Strategic Board was three Scottish Borders Councillors and as only two Councillors were present, the meeting was therefore inquorate. The meeting moved into informal business and it was noted that any recommendations or decisions would need to be considered at the next meeting of the Board.

ORDER OF BUSINESS

2. 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

3. There had been circulated copies of the Minute of the Meeting held on 13 February 2014.

DECISION

APPROVED the Minute, for signature by the Chairman, subject to an amendment to the sederunt.

REDUCING INEQUALITIES

4. With reference to paragraph 8 of the Minute of 13 February 2014, the Joint Director of Public Health gave an update on the Reducing Inequalities Strategy for the Borders. Dr Baijal explained the three main parts of the Strategy, namely purpose, product and process. In terms of purpose, the outcome of the Strategy was to provide direction to partners as to where acting together would add value in reducing the inequalities gap between the most deprived and the most affluent communities in the Borders; while suitability, feasibility and affordability were listed as the three main criteria in developing the Strategy. Dr Baijal went on to explain that the end product would be an easy to read document within which a small number of high level actions would be identified and from which detailed action planning would fall. The presentation explained that a Working Group had been established to work on the development of the Strategy and that a number of existing resources would also be

utilised. The presentation also detailed the format of the Strategy, listing the different sections within the document. Dr Baijal confirmed that the draft Strategy would be published for consultation in late summer 2014, and that outcomes and performance indicators were being developed from the SOA, using the baseline in the Strategic Assessment and the Director of Public Health's annual report, and looking at the gap between the more affluent and less affluent sectors. Members acknowledged the importance of housing as a key issue in the Strategy and Mr Cressey advised that discussions had already taken place with the Chief Executives of the RSLs.

**DECISION
NOTED.**

PROPOSED SOUTH OF SCOTLAND RURAL REGIONAL ECONOMIC DEVELOPMENT PROGRAMME

5. There had been circulated copies of a report by the Chief Executive updating the Board on progress made in developing a Rural Economic Development Programme for the South of Scotland in partnership with Scottish Enterprise and Dumfries and Galloway Council. Mr McGrath, Chief Officer Economic Development, explained the background to the report, advising that Scottish Borders Council, Dumfries and Galloway Council and Scottish Enterprise had been working together to develop the draft Programme (attached as an Appendix to this Minute) and listed strategic projects that could be taken forward over the period 2014-16. Mr McGrath further explained that the draft Programme linked into Scottish Government economic strategy as well as local economic strategy for each area and listed the four main projects as the Borders Railway/Central Borders Business Park, Developing the World Class Mountain Biking Product, M74 Corridor Strategic Development Masterplan, and the Stranraer Waterfront. Mr McGrath advised that a section on related strategic initiatives had also been included in the Programme recognising the need for ongoing work to take place with local businesses in terms of developing activity strands which focused on leadership development and ambition; rural innovation; and internationalisation. Discussion followed in relation to attracting major mountain-biking events to the area, the way in which the South of Scotland promoted itself, and the importance of the Community Planning Partnerships in both Council areas. It was recognised that the Highlands and Islands were considered rural and remote, but the Scottish Borders and Dumfries & Galloway were also rural and remote, and the South of Scotland aimed to be recognised as rural and relatively remote. Officers answered Members' questions and it was noted that no reference was made in the Programme to education and training in mountain-biking, which could offer opportunities to attract international students and research to the area.

DECISION

AGREED to RECOMMEND endorsement of:-

- (a) **the positive progress made in relation to the South of Scotland Rural Regional Economic Development Programme; and**
- (b) **the ambitions and priority projects included in the draft Programme.**

BORDERS RAILWAY TIMETABLE

6. There had been circulated copies of a report by the Corporate Transformation and Services Director providing notification of the proposed Borders Railway train service to be provided from autumn 2015. Mr Dickson explained that a draft railway timetable and rail fares had been developed within the parameters set by Transport Scotland and following consultation. He also advised that the current disabled concessionary scheme funded by Scottish Councils would be valid on the new rail service. The timetable identified that a small number of trains would travel beyond Waverley Station to Haymarket and South Gyle and Mr Dickson advised that the range of fares for the whole service compared favourably with that for other similar journeys across Scotland. Mr Dickson advised that further work to reconfigure bus timetables and taxi arrangements would be progressed throughout 2014 and confirmed that the Transport Interchange was progressing on schedule. Members congratulated the officers involved in the development of this project, while acknowledging

that people needed to use the railway to ensure the timetable remained as strong as that proposed.

DECISION

NOTED the draft Borders Railway train service.

PUBLIC SERVICE REFORM THEME GROUP

7. There had been circulated copies of a report by the SBC Service Director for Strategy and Policy seeking approval for the establishment of a Public Service Reform Theme Group which would sit alongside the other theme groups of Reducing Inequalities and Economy & Low Carbon. Mr Cressey explained that the new Public Service Reform Theme Group would enable the Community Planning Partnership (CCP) to respond at a local level to the national programme of reform and would be dedicated to the reform agenda, ensuring that conditions for reform were created within the Scottish Borders. Mr Cressey went on to explain that public service reform was a key priority for Scotland, given the rising demand for public services, tighter budgets and the need for more efficient public services. The report noted that there were three main focus areas within the current national programme of reform - user focus, effectiveness and value for money and that, as a result, public services would need to be more flexible, responsive, economic and effective at a local level to meet the challenges ahead. Mr Cressey referred to a report by Audit Scotland which highlighted the key challenges facing the Scottish Borders and the impact of the Welfare Reform Act. Discussion followed and it was acknowledged that the Third Sector had a crucial part to play in the future partnership working required to design and deliver public and community services. Members also discussed the levels of deprivation in the Borders, particularly in areas of Galashiels and Hawick and the possibility of empty, hard to let RSL properties being utilised by partners such as Social Work, Police, Health etc. The SBC Chief Executive confirmed that the role of the new Theme Group would include consideration of collective use of resources which would be visible to the Strategic Board and be essential for the corporate delivery of the Programme. It was noted that there was no representative from Scottish Government at the meeting, and given that national reform would impact on local delivery, this was of some concern to members. The Chief Executive advised that key partners had been identified but that other representatives could be invited to participate as appropriate. Members noted that, with regard to Self Directed Support, further engagement with local communities would be required in terms of future delivery of services.

DECISION

AGREED to RECOMMEND:-

- (a) **that a new Community Planning Partnership theme group be established and that its title would be Scottish Borders Future Services Reform Theme; and**
- (b) **that a draft work programme be brought back to the Partnership for consideration and approval.**

STRATEGIC ASSESSMENT 2014

8. There had been circulated copies of a summary of the Scottish Borders Strategic Assessment 2014. 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. Mrs Watters advised that, in terms of economic overview, the Scottish Borders continued to face significant challenges relating to physical, digital and mobile connectivity; that, in comparison to the rest of Scotland, the Scottish Borders had a higher rate of employment in agriculture, fishing and manufacture but a lower proportion employed in banking, finance and insurance; and that overall, the workforce in the Scottish Borders was well-educated and skilled with a lower proportion of people of working age with low or no qualifications than the rest of Scotland. The statistics for social overview highlighted that, within the Scottish Borders, there were still areas experiencing health, income, employment and/or access deprivation; that there was a smaller proportion of people of working age and proportionally fewer children than in the rest of Scotland; and

that the number of people aged 75+ was expected to rise by 98% between 2010 and 2035. The five top neighbourhood priorities identified in the 2013 Household Survey were also listed. The environmental overview noted that better co-ordination and measurement of the impact of renewables and changes in energy consumption was required and that there was a challenge in improving access to services and amenities. Discussion on various issues followed and officers answered members' questions. It was noted that young volunteers in the Borders aged between 16 and 25 had recently been presented with certificates recognising their contribution to the community, and that this should be recognised within the Assessment. In terms of safety on roads in the Scottish Borders, it was of some concern that there were more people killed or seriously injured here compared to other areas in Scotland and it was explained that the national comparison was important to ensure that this issue remained a key priority. It was noted that the age profile relating to Road Traffic Accidents was relevant in terms of younger drivers and it was confirmed that the Skill for Life Training Programme for young drivers aged between 17 and 26 launched in April was fully booked. It was also suggested that training for older people could be very useful to help them recognise changes in their driving reaction times etc. Chief Superintendent Imery agreed to take this forward and would update the Board at a future meeting.

DECISION

- (a) NOTED the presentation.**
- (b) AGREED to RECOMMEND:-**
 - (i) to continue to focus on three Community Planning Partnership priorities;**
 - (ii) to continue to use representation on the national Information Evidence and Data Group project to influence data on renewables, energy efficiency and low carbon and to address the lag with other key data sets;**
 - (iii) to use the Strategic Assessment as a key evidence base for Community Planning Partnership work and within partner organisations;**
 - (iv) to ensure that partners continued to support the annual Strategic Assessment process; and**
 - (v) to receive an update from Chief Superintendent Imery on driver training for older people at a future meeting.**

JOINT DELIVERY TEAM

- 9. There had been circulated copies of the Minute of the Meeting of the Joint Delivery Team held on 22 January 2014.

DECISION NOTED.

The meeting concluded at 3.25pm

South of Scotland Alliance

Rural Regional Economic Development Programme – 2014-2016

Ambitions

The South of Scotland Alliance originally launched its Competitiveness Strategy as an ambitious proposal to develop the economy across the South of Scotland, aiming to match and complement the priority which the government was then giving to the 'city regions' of Central Scotland. We wanted to play our full part in the economic success of Scotland, strengthen our claim to be a fully integrated part of the new, devolved, Scotland and sought to enjoy full parity with other regions in attracting public investment in order to support a "catch up" in growth rate with the central belt. These remain our ambitions.

The rural South wants to play a more significant part in the growth of Scottish economy and we see some key opportunities arising in the near term that will facilitate that ambition. But we need to focus resources in such a way that we are able to take those opportunities forward to make a difference for the South of Scotland and the Scottish economy.

Opportunities

There are key building blocks being put in place to help achieve this, especially Superfast broadband connectivity, the railway development in the Scottish Borders, developments along the M74 corridor in Dumfries and Galloway, and Assisted Area status. These are unique opportunities in terms of the economic history of the South of Scotland and we know that we must work together with the Scottish Government to ensure they deliver their full potential.

The projects included in this Programme are all recognised regional priorities which together represent a nationally significant economic development Programme for the South of Scotland. They are presented in this Programme format to demonstrate that there are projects of scale in rural areas that can have an economic impact that contributes at the Scottish level.

Support from Scottish Enterprise and other national agencies is required if these strategically important projects are to be successfully exploited by their respective Community Planning Partnerships. Our Programme sets out a simple range of rural economic development projects in the South of Scotland which we believe align well with Scottish Enterprise's key priorities. The commitment of specialist expertise from all of the partners will be crucial if the proposed Programme is to be refined and successfully implemented, delivering practical interventions which will ensure additional economic impact.

The South of Scotland Alliance recognises that there will be a variety of approaches required for the different projects and that the local Community Planning Partnerships will provide the best vehicle for the governance and project management of each strand of work.

Economic Context

It is clear that the regions that make up Scotland have quite different economies. Each of these regions has a varying mix of assets and potential in terms of people, skills, businesses, communities, organisations, infrastructure and services that can contribute to economic growth.

In considering this economic context, it is important to remember the continuing challenges faced by the South of Scotland in relation to significantly lower GDP per head, low wages and difficult employment situation.

- South of Scotland's annual GVA growth rate tends to be below the Scottish Average – £3.6bn - 3.4% of Scottish GVA
- GVA per head of population is significantly below the Scottish average - £13,524 against £20,013 (67.5% of Scottish Ave.)
- Productivity is lower in South than the Scottish average – and still below pre-recession levels in real terms - £30,889 against £43,095
- Agriculture, forestry and fishing sector has the largest proportion of firms in the South, followed by retail and construction
- VAT/PAYE registrations per 10,000 working population are below the Scottish Average – 42 against 53.

There are some key characteristics of our economy and business base that are a 'brake' on indigenous growth:

- Structure (business size / business type) of regional economy leads to relatively low GVA per head and productivity
- Significant lack of "business growth" - micro to small; small to medium; medium to big
- Dependence on the primary sector (and therefore a major negative CAP impact)
- Importance of food & drink products and tourism (particular market segments/sectors)
- Service sector driving Scottish growth, but under represented in the South
- Niche "Products" – eg luxury textiles; specialist foods; heritage/cultural/activity tourism
- Ageing population and attractive retirement location

The Programme

Our Programme aims to address some of these challenges through a growth focused approach. The Programme targets the opportunities that are on the horizon and proposes four key Project areas. These Projects will require significant financial support in order to deliver outcomes on the ground.

1. We want to close the GVA per head gap with the Scottish average.
2. We want to bring new types of business into the South of Scotland – different sectors that can add resilience and future proofing for our economy. No. of inward investments
3. We want to encourage our existing businesses to grow on the back of these opportunities – to maximise the local potential that hides under the surface. No. of local businesses in growth pipeline and Account Management
4. We want to expand our service sector - so that the economy is more diverse. No. of businesses in key sectors.

5. We want to bring in additional visitor spend and increase the number of bednights in the area – so that tourism businesses can grow and new private sector investment in tourism facilities and products is made. Increase in visitor numbers, increase in visitor spend.
6. We want to use the quality of life we have on offer to grow our working age populations - to sustain our communities and local services for the long term.

In proposing this Programme we are aiming to overcome the issue of rural regions lacking projects of sufficient scale to be prioritised for investment by Scottish Enterprise. By focusing on the key opportunities we believe our approach demonstrates that the rural economy of the South of Scotland can make a significant contribution to the national economy.

There are real opportunities to close the gap with the rest of Scotland, and in doing so provide a positive contribution to the Scottish economy. This Programme can form a significant step on that route towards stronger economic growth.

Project 1 - Borders Railway / Central Borders Business Park

In 2013 an 'Economic and Market Assessment' for new business space in the vicinity of the Borders Railway Terminal at Tweedbank was undertaken, delivered by Ironside Farrar Ltd on behalf of Scottish Borders Council (SBC) and Scottish Enterprise (SE).

The report's economic analysis highlights short term demand for new commercial office space to meet projected growth in the 'professional and business services' in central Borders over the next five years. This estimates demand for 450m²-1,750 m² of new business space with between 180-350 new jobs created.

Over the medium to long term, a review of comparator projects identifies a range of positive impacts from railway investment on the economy. Benefits include access to employment, services, business relocations, positive changes to the population base, productivity and perceptions of the area. The report suggests over the medium to long term (up to 15 years) there could be demand for 5,000 m² to 12,000 m² new office floorspace, with the creation of 1,000 – 2,300 jobs.

The potential demand for high quality premises means Tweedbank would be a 'natural location for development and industry'. However, the report suggests that a severely restricted development investment market means uncertainty for delivery of business space without public sector intervention.

The most effective way to deliver new employment land opportunities in this Central Borders location is to redevelop parts, or all, of the existing Tweedbank Industrial Estate. This area has been the key strategic industrial site in the Scottish Borders for decades and much of the property in this area is now due for replacement or major renovation. Officers consider that the redevelopment of this site is considerably more cost effective than developing a similar area of greenfield land. It also has the key benefit of being adjacent to the railhead for the new Borders Railway. As an existing industrial area it also benefits from good existing services and a well planned landscape setting.

Inward Investment marketing is also required to maximize the benefits of the Borders Railway. This would include marketing campaigns and familiarisation visits to promote the advantages of locating to the Scottish Borders. This would be delivered in partnership with SDI and city-region local authorities, building on 'Our Scottish Borders' and 'The Best Move of Your Life' brands. Focused on the exceptional quality of life the area has to offer, a skilled workforce, competitive costs, and good ICT and rail connectivity.

Project 1 - Borders Railway / Central Borders Business Park

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Project 1 – Borders Railway/ Central Borders Business Park						
Central Borders	Initial	SE / SBC	Development Appraisal. Design	September 2016	Creation of high quality employment locations	There is new land and premises to encourage

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Business Park	estimate – £5M		Vision & Technical Briefs. Upgrading, demolitions and Phased Redevelopment – in partnership with Private Sector		next to Tweedbank Station. Measured by: Hectares of business sites occupied. Number of business relocations.	business to grow and relocate.
Inward Investment Marketing	Officer time Initial estimate - £100,000	SBC / SE partnership (SDI)	No. marketing campaigns. Number of enquiries.	September 2016	New business investment in Scottish Borders Railway corridor. Measured by: No. of business relocations. GVA/ jobs created.	New businesses are attracted to the Scottish Borders. The economic development potential of the Borders Railway is maximized.

Project 2 – Mountain Biking – Developing Our World-Class Product

Mountain Bike Uplift

The South of Scotland has established a world-class reputation for Mountain Biking through the 7stanes products. This proposal is to develop a visitor and outdoor activities centre near Innerleithen/Traquair as a complement to the Glentress 'stane'. This project is intended as an extension and complement to existing tourist attractions in the local area. The majority of the development will take place in Traquair Forest, a planted forest managed by Forestry Commission Scotland. Located just South of Innerleithen, the Traquair Forest is home to some of Britain's most popular mountain bike trails and plays host to regional, national, and international events.

The uplift provides an excellent opportunity to make mountain biking in the region more accessible. It also gives the region the ability to host international downhill championships – these currently only go to venues with uplift facilities. The new plans for Glentress include a significant number of holiday lodges and this facility would provide another attraction to encourage people to stay in the lodges as it would provide more variety and a wider range of experiences for the visitors. Without this new facility, or a similar type of high profile addition to refresh the mountain biking product, the South of Scotland will start to lose its profile and draw as a key mountain biking destination, especially for the markets in the north of England.

The uplift project that is proposed has the additional feature of an all-weather toboggan run adding a new tourist facility to the area and broadening its outdoors appeal. The success of this project would also encourage further investment in the town and surrounding area.

Accommodation

More than 300,000 visitors come to Glentress each year, the majority of whom are day visitors. The Tweed Valley is currently understocked with accommodation providers so an opportunity lies in the following accommodation investment:

- Velotel (or similar) in Innerleithen
- If approved, FCS Glentress Masterplan to include: Peel village, arrival building, main building, activity building and cabin accommodation (x 90). Additional parking, trailhead and routes are also being considered.
- Bunkhouse/hostel accommodation, B&B's and self-catering

Business/resort Tourism

- SE Glentress centre for MTB excellence
SE leading on the above project to include centre of academia, skills training and community learning similar to Snowpolis in Finland. www.snowpolis.fi/

Events

- Uplift to attract bigger events i.e. Mountain Bike world cup – investment in uplift system at Innerleithen.

These opportunities are acknowledged and reinforced by:

- VisitScotland Tourism Development Framework for Scotland (2013) includes strategic aims covering Forest Tourism in Scotland
- VisitScotland national strategic aims including a focus on Scotland's Outdoor Activities - Leisure Cycling and Mountain Biking and Forest Tourism
- VisitScotland's Scottish Borders strategic aims:
 - The quality of the mountain-biking experience in the Scottish Borders is internationally recognised and its attraction can be further developed. There are opportunities at Glentress, near Peebles, and Newcastleton, to build on existing assets; and at Innerleithen to develop new attractions, such as a Mountain Bike Uplift, that will increase tourist numbers and visitor spend.
 - There are opportunities for investment in new resort development in the Scottish Borders. Forestry Commission Scotland considers that locations should be linked with forest tourism, such as the Tweed Valley Forest Park area, linking to a range of outdoor and forest based activities.
 - There is an opportunity for the provision of new self-catering accommodation (where deficiencies are identified), bunkhouse provision, holiday parks and low carbon development which support the wider "rural tourism product".

Project 2 – Mountain Biking – Refreshing a World-Class Product

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Project 2 – Mountain Biking – Developing a World-Class Product						
7stanes mountain biking network and AimUp	Initial estimate - £5M	SE / FCS / SBC Community / SBC / SE partnership	Development Appraisal. Design Vision & Technical Briefs. Site / Product Development (phased) No. of MTB routes. Creation of new Number of MTB attractions.	September 2016	New mountain biking products and experiences are developed. Measured by: No. of visitors. GVA/ jobs created	Recreational, retail and cultural opportunities are maximised.

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Tweed valley resort development	Initial estimate - £5M	Private sector/ Joint venture	Caerlee Mill redevelopment. Velohotel (or similar) No. of Bed spaces.	September 2016	New tourism business investment in the Tweed Valley Measured by: No. of business relocations. GVA/ jobs created.	Activity is increased in key local sectors, including tourism and food & drink. New businesses are attracted to the Scottish Borders.

Project 3 - M74 - INITIAL SCOPING CONSIDERATIONS

1. INTRODUCTION

The M6 / M74 corridor from Carlisle through Dumfries and Galloway (D&G) has been highlighted as a strategic development priority in D&G Council's (DGC) revised economic development plan. This reflects both the need to mitigate the large scale redundancies emanating over the next 5 years from decommissioning of the former Chapelcross nuclear power station, and from the growth pole opportunity associated with the physical infrastructure already concentrated (but not utilised effectively) in the region.

The following topics were considered in formulating a brief defining the scope for a masterplan study to shape economic development of the M74 corridor area over the next 20 – 25 years:

1. The South of Scotland Alliance's (SoSA) meetings with Scottish Government (SG) seeking investment into the regional economy.
2. Energy sector opportunities arising from national Energy Market Reform (EMR) and The Energy Act (Dec 2013), which includes provision for a "capacity market" for energy storage.
3. Transnational, academic collaboration with industry (primarily energy sector) to exploit innovation between partner regions around the Irish Sea Rim,
4. Parallel ambitions in neighbouring regions that would have an influence on, or be influenced by activities in the M74 corridor area

2. STAKEHOLDERS

It is anticipated that the masterplanning exercise would involve

- D&G Council (DGC)
- Carlisle City and /or Cumbria County Councils
- Scottish Enterprise
- Scottish Government
- Nuclear Decommissioning Authority (NDA)
- Scottish Borders Council (SBC)
- Ministry of Defence (MoD)

Funding for the masterplan exercise would be shared between willing parties.

3. EXISTING ASPIRATIONS

Aspirational projects already being considered include development of

- Carlisle Airfield - into a regional airport facility handling both freight and passenger traffic

- A Dry Port facility including intermodal freight distribution hub, on MoD land at Longtown, Cumbria
- Coalbed methane and deep coal extraction around Canonbie
- Expansion of James Jones Ltd's timber processing operations at Stevens Croft, Lockerbie.
- Enhanced railhead development at Mossend (Eurocentral), North Lanarkshire, to serve as a freight hub.
- Prior opportunities to attract data centre investment have become frustrated. The chance to secure tier 1 multinational operators in this sector has been missed, but the rationale for the region to be an attractive location for such investment remains valid for lower tier operators
- Long term aspiration to extend the new Borders Railway from Melrose to Carlisle

4. ENERGY SECTOR CONTEXT

NDA is keen to see an energy industry legacy in the region post decommissioning of Chapelcross.

South of Scotland is already home to a range of renewable generating technologies, including onshore and offshore wind, biomass, traditional hydro, and (small scale) solar. Development interest exists for large scale solar, additional biomass, anaerobic digestion, tidal flow and geothermal systems. Open cast coal extraction is already present and licences are held by two developers for coalbed methane and deep mined coal extraction, both of which projects are working through Planning.

The Energy Act (Dec 2013) has called the SG's published strategy in relation to energy storage into sharp relief by introducing proposals for a capacity market and call for capacity bids starting in 2015. SG strategy had not anticipated storage capacity featuring in grid systems before 2020.

It is now proposed that the Capacity Market will be open to all storage projects and offer up to 10 year contracts for build plant. Auctions will be technology neutral so new build storage will need to compete against generation (large and embedded) and Demand Side response. The first auction will be held in 2014 for delivery in 2018/9. Additionally the transitional arrangements will help sub 40MW storage projects gear up for the Capacity with 'go early auctions in 2015 and 2016 for delivery in 2016/17 and 2017/8. Contracts will be for one year.

There are a number of energy storage technologies already at various stages of commercial development that SE has been monitoring and assessing, but there is a new urgency to evaluate the best economic opportunity for Scotland now that a commercial imperative has been introduced to the market.

4.1 Distributed systems approach: (with potential national and regional impact)

A research white paper report by Strathclyde University¹ has estimated the load balancing capacity required in Scotland to smooth demand against intermittent renewable generating capacity and postulated a model for a network of storage hubs that could be deployed in a localised grid support configuration. This is compatible with competition proposals currently open through the TSB, which also seek to explore distributed community scale energy systems mixing generation, storage and demand management.

4.2 Large scale centre approach: (with potential national impact)

¹ "Scotland: A Case Study for Liquid Air Energy Storage, by William Holt, May 2013.

A commercial consortium, under the name North West Energy Squared (NWE2) and operating primarily in NW England, is beginning to explore opportunities to package different energy technology and infrastructure developments into investment ready projects, at scale to meet anticipated future UK energy demand requirements.

The MoD site at Easttriggs might be suitable as a location for multiple generating and energy storage technologies, creating opportunities for large scale on demand / continuous power generation and an academic R&D / Innovation centre of excellence exploiting cross technology developments. Manufacturing facilities for new (exportable) energy technologies might also be possible.

4.3 Coal and Gas

The prospects for coal and gas extraction and their potential benefits in relation to the energy sector need to be better understood.

The optimum strategy for Scotland needs to be determined with some urgency in relation to either of the market opportunities: for a localised storage / grid management approach and / or to capture a share of national grid scale generating and load balancing. Capacity Market auction bidding will begin by 2015.

5. OTHER SECTORS

Prospects for other large scale industries present in the region in the region need to be assessed:

- Primary agriculture
- Forestry
- Value add food processing
- Value add timber processing
- Tourism
- Transport & Distribution

6. TRANSNATIONAL CONTEXT

Dr. Phil Leigh of University of Central Lancashire (UCLAN) (who has a historic connection to Crichton Campus Carbon Research Centre) published a project prospectus in Autumn 2013 outlining ideas for an Irish Sea Rim, Economic, Research and Innovation Zone. The proposals essentially suggest collaboration between a host of academic institutions and commercial enterprises to capitalise on R&D opportunities from key industry sectors to transform the economy of regions around the Irish Sea coast over the next decade.

The paper builds heavily on the energy sector proposals being advanced by NWE2, and has similarities to the existing ENSEA transnational partnership, focused around the North Sea area.

7. INFRASTRUCTURE ASSETS

National utilities and transport networks traverse D&G through the M74 corridor.

- M6/M74 Motorway network with access junctions (south to north) at Carlisle, Gretna, Eaglesfield, Kirkpatrick Fleming, Ecclefechan, Lockerbie, Johnstonebridge and Beattock/Moffat, traverses the region.
- The West Coast Main line railway with stations at (south to north) Carlisle and Lockerbie(limited services), provides connections to London and Glasgow. SWESTrans is currently pursuing re-opening of a station at Beattock.
- The Glasgow and South West line, passing through Kilmarnock, Dumfries, Annan and Gretna also connects to Carlisle. This line is used extensively for bulk coal freight moving south from Hunterston Terminal in North Ayrshire, and also provides limited commuter passenger services.
- The 400Kv / 275Kv National Power grid backbone traverses the region with the main Scotland / England interconnector at Harker near Carlisle. Major (recently upgraded) substations are situated at Gretna and Elvanfoot (South Lanarkshire) and a further connection point is planned at Moffat, partly to serve the Clyde Windfarm. Resilient 275Kv grid connections exist between Harker, Gretna and Chapelcross.
- The national gas grid and the national ethylene pipeline pass through the corridor.
- Several carrier class telecommunications network operators have infrastructure passing through the corridor.

8. CONSTRAINTS

The population of the region is forecast to decline in absolute numbers and undergo a disproportionately large shift towards older age groups.

- There is limited stock of serviced employment land and the cost of development of new sites is prohibitive for commercial developers, due to high charges for access to utilities. Water supply and drainage systems capacity is severely restricted in places.
- The stock of existing commercial and industrial property is ageing, and largely unfit for purpose for current business needs.
- The business base is dominated by small and micro businesses, much of which is not growth focused.

Project 3 - M74 CORRIDOR STRATEGIC DEVELOPMENT MASTERPLAN

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Project 3 – M74 Corridor Strategic Development Masterplan						
Strategic Masterplan Study to evaluate collaborative	Initial estimate - £250k	DGC/ SE/ SG/NDA/Carlisle & Cumbria councils	A quasi-Strategic Development Plan spanning the cross border region.	2014	Supplementary Planning guidance adoptable by the respective authorities.	Development proposals taken forward and inward investment.

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
development opportunities with partner regions.						
Energy sector developments at Chapelcross and / or Eastriggs	Potentially £Millions	Private Sector	Transnational scale, Centre of Excellence in multiple sustainable energy Storage and Generation technologies.	2020	Installed generating and storage capacity	Replace / exceed jobs lost from the decommissioned nuclear facility at Chapelcross. Public sector constraint payments saved from renewables generators.

Project 4 - Stranraer Waterfront

Stranraer Waterfront Urban Design Strategy and Masterplan (and associated Development Brief) sets out a strategic vision '*To reposition Stranraer and Loch Ryan as a distinctive and successful marine leisure destination*'

The regeneration proposals set out the vision to develop an attractive seaside town and a high quality service hub for residents, businesses and visitors. To achieve this public, private and community partnerships will be required to attract investment to:

- Promote Stranraer as a gateway to Scotland and a visitor destination
- Develop an attractive seaside town and a high quality service hub for residents, businesses and visitors
- Develop Stranraer/Loch Ryan as a centre of excellence for marine leisure and green tourism
- Make the waterfront a place where people choose to live, work, play and visit & create opportunities for new business, retail and leisure developments
- Create new business and employment opportunities
- Foster and strengthen community cohesion

The ongoing delivery of this regeneration vision for Stranraer and Loch Ryan (and indeed wider South West of Scotland) is being progressed on the back of significant national Government and Council investment for roads and water infrastructure and the town centre and marina development. In total this amounts to in the region of £60m of committed investment. There are two strategic projects within the wider programme which are now at the stage of detailed development and delivery and are key to delivering successful and sustainable regeneration: the development of Stranraer Marina and the redevelopment of the East Pier (the former ferry site) into a mixed use site for complimentary business, housing, retail and leisure uses.

Stranraer Marina

Building on national and international tourism and water sports research, the Stranraer Marine Leisure Study and Infrastructure Delivery Plan (Leigh Fisher Management Consultants, September 2012) provides clear evidence of demand for marine activities in the Loch Ryan and detailed a range of investment required to maximise the potential of the Loch for sailing and marine tourism. This included initial public realm projects which have been delivered by the Council. The key investment now required is to provide the infrastructure from which to grow the scale of the marina. This is the provision of a new breakwater and additional pontoons (and associated on shore facilities) at an indicative cost of £3.8m.

East Pier Regeneration

The Stranraer Waterfront and East Pier Design Brief has been developed to guide the regeneration of the 17ha former terminal site on the East Pier in Stranraer. This based on a mixed use approach which will include retail, commercial leisure, housing and new business and employment space. The majority of site is owned Stena Line UK with associated Council land also part of the development site. The regeneration is being progressed under the terms of the Memorandum of Understanding (MOU) between the two parties. The MOU sets out the intentions of the Parties to work collaboratively and transparently for their respective interests to regenerate the Stranraer Waterfront and create wider positive regenerative impacts in the town. To support this a marketing strategy has been

developed and agreed which aims to generate interest capable of fulfilling the masterplan aims and test the level of demand and commercial opportunities. This market testing process will be carried out by the end of June 2014 with a view to securing a lead developer by the end of October 2014.

The Design Brief and an initial review of services into the site have identified the potential need for public sector investment in infrastructure to facilitate development of the site through private sector development. This is essentially forming new access into the site(s) ensuring linkages to the town centre and marina along the wider waterfront and upgrading core services and utilities. This would be on the basis of initial investment being recouped from the private sector in due course through developer reimbursements and clawback arrangements.

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
Project 4A – Stranraer Marina						
Marina Infrastructure	Initial estimate - £3.8m	DGC/SE/Crown Estates	Development of Business Case Design and delivery of additional breakwater Phased expansion of 180 additional marina berths / pontoons	September 2016	Creation of high quality marina and marine leisure base. Investment in essential marine infrastructure Measured by: - No. of Marina Users - No. of new businesses - Jobs created - Increased visitor spend	The economic development potential of the Stranraer and Loch Ryan is maximised. Creation of high quality marina and marine leisure base Increased visitors to the South West of Dumfries & Galloway. Growth in tourism and marine related jobs and businesses.
Project 4B – East Pier Redevelopment						
Site Servicing	Initial estimate -	DGC/SE/Private Sector	Improved access to the site.	September 2015	Redevelopment of a former industrial site	The economic development potential of the Stranraer and Loch Ryan is maximised.

	Resource	Lead (Support)	Target (activity/output)	Timescale	Outcome Measured by:	Benefits Realised: EDS Outcome (to 2023) Measured by:
	£2m		Improved physical linkages to the town centre and marina Provision of essential services		Inward Investment. Measured by: <ul style="list-style-type: none"> - Number of new business start ups - GVA/ jobs created. - Level of private sector leverage £ 	Increased visitors to the South West of Dumfries & Galloway. Physical regeneration of a former industrial site to provide growth in local jobs and businesses for the Stranraer and south west of Dumfries & Galloway.

Next Steps -

- Another workshop will be held between D&G and SE to work out the delivery of the vision.

Related Strategic Initiatives

South of Scotland Action Plan

Encouraging private sector growth from the public sector investment

This document has outlined the ambitions the South of Scotland Alliance partners have in terms of developing the regional economy and provided details of the current key development opportunities that will play a major role in helping progress the South of Scotland economy.

Whilst these key projects provide building blocks, there remains additional activity that needs to be undertaken by partners to ensure that businesses in the South of Scotland capitalise on the investment by the public sector.

In particular the Alliance partners will place a particular emphasis on working together to use both the existing resources of partners and new ERDF funding to:

- **Improve rural innovation** by addressing weaknesses in rural businesses engaging with the Scottish Innovation System; Partners will work with key bodies to identify rural businesses with an ambition and potential to grow through increased innovation. Supported by SE, Interface and the SRDP and ERDF, partners will:
 - facilitate knowledge sharing between businesses, and between businesses and academia;
 - facilitate project implementation and successful completion.

Partners will increase the number of businesses in the South of Scotland accessing innovation support from to

- There is clear evidence from SE evaluation activity that investing in **Leadership development and the ambition** of companies has a significant impact on company performance. Alliance partners will seek to raise the ambitions and business investment in leadership development across the whole business base.

Partners will increase the number of businesses in the South of Scotland investing in Leadership Development from to

- Companies that are involved in international activities are much more likely to have a higher median GVA. Alliance partners will seek to encourage a significant increase in companies across the South of Scotland considering and investing in the '**internationalisation**' of their activities.

Partners will increase the number of businesses in the South of Scotland considering and investing in internationalisation from to

- Using existing financial instruments Alliance partners will seek to double the amount of funding available for lending to rural businesses by accessing new ERDF funding.

Partners will work together to increase the number of businesses going through the 'Growth Pipeline' and 'Account Management' processes in the South of Scotland, making best use of Business Gateway, Scottish Enterprise and EU funding sources.

Alliance partners will consider how best to drive forward Leadership, Innovation and Internationalisation across the business base in the South of Scotland.

SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD**SUMMARY ACTION SHEET FOR BOARD MEETINGS
HELD FROM 29 NOVEMBER 2012 TO 3 APRIL 2014**

Note:- Items for which no actions are required are not included

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION – MINUTE PARAGRAPH NUMBER	ORGANISATION	RESPONSIBLE OFFICER	DATE COMPLETED
COMMUNITY PLANNING STRATEGIC BOARD - 29 NOVEMBER 2012				
No decisions requiring action.				
COMMUNITY PLANNING STRATEGIC BOARD – 14 FEBRUARY 2013				
7. Single Outcome Agreement	Para 10 – AGREED that Sarah Glendinning work with Community Planning partners on the collection of performance data and that everything be pulled together into a Strategic Assessment, that would then be used as the basis for the prioritisation exercise at the meeting in April, which would allow Single Outcome 3 to be developed from this.	SBC	S Glendinning	Completed 18 th April 2014
8. Future Items of Business	Para 11 – AGREED that the main priority was to establish a vision for the Community Planning Partnership and priorities for the Borders.	SBC	D Cressey	Completed 18 th April 2014
14. (pvte) Draft Scottish Borders Community Planning Partnership Audit	Para 1 (pvte) – AGREED that a draft improvement plan in response to the Audit report would be considered by the Board at its next meeting in April 2013.	SBC	D Cressey	Completed 18 th April 2014

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION – MINUTE PARAGRAPH NUMBER	ORGANISATION	RESPONSIBLE OFFICER	DATE COMPLETED
COMMUNITY PLANNING STRATEGIC BOARD – 18 APRIL 2013				
5. Single Outcome Agreement – Strategic Assessment	Para 9 – AGREED that the ideas be circulated round the Partnership for feedback, prior to the completion of the Single Outcome Agreement.	SBC	S Glendinning	Completed 13 th June 2014
10. Urgent Business – A Vision for the Borders	Para 14 – AGREED that the Vision “By 2020, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action” be adopted by the Partnership, although should anyone have any comments or an alternative Vision to propose, after further consideration, that they send these to Mr David Cressey, SBC Head of Strategic Policy.	All	D Cressey	None received – Vision as agreed at the meeting of 18 th April 2014
COMMUNITY PLANNING STRATEGIC BOARD – 13 JUNE 2013				
5(b). Accounts Commission Audit of Community Planning Partnership and Improvement Plan to address findings	Para 7 - 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.	SBC	D Cressey	Agreed 13 th June 2014
6. Draft Single Outcome Agreement	Para 9 – AGREED to approve the Draft Single Outcome Agreement and Prevention Plan, noting that this	SBC	D Cressey	Completed 01 October 2014

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION – MINUTE PARAGRAPH NUMBER	ORGANISATION	RESPONSIBLE OFFICER	DATE COMPLETED
and Prevention Plan	was work in progress and that more information would be brought back to the Board in due course.			
7. Scottish Borders Economic Strategy 2023	<p>Para 11(a) – AGREED: (i) that the Community Planning Partnership’s economic development priorities were appropriately highlighted in the Draft Scottish Borders Economic Strategy 2023;</p> <p>(ii) to approve the Strategy; and,</p> <p>(iii) that any comments or observations on the Strategy and Action Plan be sent to SBC Head of Economic Development.</p>	SBC	B McGrath	Comments received and strategy agreed.
COMMUNITY PLANNING STRATEGIC BOARD – 1 OCTOBER 2013				
10. Urgent Business – Household Survey Progress Reports – Police	<p>Para 16 – AGREED that the value of the Household Survey be an agenda item for consideration by the Board at a future meeting.</p>	SBC	D Scott	
COMMUNITY PLANNING STRATEGIC BOARD – 13 FEBRUARY 2014				
5. Realignment of CP Partnership Delivery Teams to the 3 Single Outcome	<p>Para 3 – AGREED: (a) to the formation of the Economy & Low Carbon Group and the Reducing Inequalities Group; and (b) that the SBC Service Director of Strategy and Policy would report back at the next meeting with further</p>	SBC	D Cressey	Completed 3 rd April 2014

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION – MINUTE PARAGRAPH NUMBER	ORGANISATION	RESPONSIBLE OFFICER	DATE COMPLETED
Agreement Priorities	details on the work of a Public Service Reform Group.			
6. Economic Strategy	Para 5(b) – AGREED to request update reports to future meetings on: (i) the Scottish Borders Textiles Enterprise Initiative; (ii) the Innerleithen Aim Up Bike Park; and (iii) improving access to learning as well as apprenticeships, internships, etc for young people.	SBC	B McGrath B McGrath D Cressey	
8. Reducing Inequalities Strategy	Para 8 – AGREED to receive a report on the Reducing Inequalities Strategy at the next meeting of the Strategic Board.	SBC/NHS	E Baijal	Verbal update given on 3 rd April 2014
COMMUNITY PLANNING STRATEGIC BOARD – 3 APRIL 2014				
7. Public Service Reform Theme Group	Para 7 – AGREED to RECOMMEND: (a) that a new Community Planning Partnership theme group be established and that its title would be Scottish Borders Future Services Reform Theme; and (b) that a draft work programme be brought back to the Partnership for consideration and approval.	SBC	D Cressey	

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION – MINUTE PARAGRAPH NUMBER	ORGANISATION	RESPONSIBLE OFFICER	DATE COMPLETED
8. Strategic Assessment 2014	Para 8(b) – AGREED: (i) to continue to focus on three Community Planning Partnership priorities; (ii) to continue to use representation on the national Information Evidence and Data Group project to influence data on renewables, energy efficiency and low carbon and to address the lag with other key data sets; (iii) to use the Strategic Assessment as a key evidence base for Community Planning Partnership work and within partner organisations; (iv) to ensure that partners continued to support the annual Strategic Assessment process; and (v) to receive an update from Chief Superintendent Imery on driver training for older people at a future meeting.	All SBC All All Police Scotland	D Cressey Chief Superintendent Imery	

SUSTAINABLE TRANSPORT FRAMEWORK AGREEMENT

Background

As part of a Community Planning review of Community & Passenger Transport provision locally, Scottish Borders Community Planning Partnership (CPP) is implementing a collaborative approach to transport provision across the Borders. As part of this approach a sustainable transport framework agreement is being developed covering all passenger transport services for use by all CPP organisations. It is intended for this agreement to be in place early 2015.

The CPP includes Scottish Borders Council, NHS Borders, Borders College, Housing Associations and Registered Social Landlords, Police Scotland, Fire and Rescue, the voluntary sector organisations and other related parties.

CPP organisations estimate a collective spend of around £10m annually on transport services, namely:

- £8.3M for Scottish Borders Council;
- £1M for NHS Borders (around BGH and other healthcare sites);
- £0.6M for Borders College; and
- £0.2M for other partners, largely in ad hoc spend.

There are already 2.5million passenger transport journeys made annually in the Borders, with all CPP organisations anticipating growth, not least given the Borders Railway implementation in September 2015.

To support this cross sector approach and to coordinate services more effectively and efficiently a shared commissioning approach is being taken to manage long term transport aspirations. This framework agreement aims to underpin this new way of working and further integrate community and passenger transport provision in the Borders.

Purpose of the Framework

With this level of expenditure CPP transport activity is significant and consolidating will create a platform which will:

- Provide a new approach to community and passenger transport;
- Acknowledge the significant geographic pressures;
- Strengthen working together – the CPP and operators alike;
- Consider changing user needs/ expectations; and
- Make transport a key enabler for other efficiency and transformation initiatives.

Framework Lots

- Short Notice & Urgent Transport
- Mainstream Education Transport (School & College Campuses)
- Additional Needs, Social Care, Healthcare & other transport
- Supported Local Bus Services

Potential Benefits

Creating this new framework agreement offers opportunities to both the CPP and transport providers. Some of the expected benefits of the new approach being taken include:

- Promotion of greater stability in the passenger transport market (through longer contracts, more opportunities, access to all CPP organisations & other related bodies);
- To encourage innovation in the passenger transport market locally;
- Support capacity building in local communities;
- Encouragement of investment via private and voluntary sector;
- Delivery of efficiencies and savings (through economies of scale, formalising ad hoc arrangements, and aggregating administration);
- To improve quality of provision across public and voluntary sector partners;
- To facilitate more accessible and flexible transport provision across partners; and
- To complement activities on the Borders Railway.

Provider Information Sessions

A series of information sessions for transport service providers were held week commencing 25th August 2014 and took place at two locations, Borders General Hospital (BGH) Education Centre, Melrose and Lanark Lodge Day Centre, Duns. Representatives from the Scottish Borders Community Planning Partnership were in attendance to discuss the framework and answer questions. The events were well attended with a lot of constructive comment and questions being put forward by service providers that will be considered as the detailed specification and Invitation to Tender (ITT) are finalised in the coming weeks.

The ITT is intended to be issued at the end of September 2014, which sees the start of the procurement process proper and to enable the framework to be in place by the end of January 2015.

Community Benefits/ Social Value

A new “*Adding Value to Communities through Procurement Policy*” was agreed in March this year and implemented from 1st April 2014. This policy creates an opportunity to add community benefit through economic, environmental and/ or social means to appropriate contracts. Operators may be asked to consider added value in line with contracts awarded to them via this framework agreement.

**PERFORMANCE MANAGEMENT APPROACH FOR COMMUNITY PLANNING SOA
PRIORITIES**

Report by SBC Service Director, Strategy and Policy

Community Planning Strategic Board

11th September 2014

1 PURPOSE AND SUMMARY

- 1.1 **This short summary report and two appendices propose an approach to presenting performance management information and progress updates for the community planning partnership (CPP) in order to assess how effectively it is addressing its priorities. By using the “Grow our Economy” theme to test this approach, an update on the Scottish Borders Economic Strategy 2023 is also provided.**
- 1.2 Work has been undertaken to address performance management for the priorities of the CPP, one of 5 improvement areas identified by Audit Scotland last year.
- 1.3 Based on our Scottish Borders Single Outcome Agreement 2013, the “Grow our Economy” priority has been used to draft documents that address this improvement area and these are presented within Appendices 1 and 2 for consideration by the Board.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Strategic Board:**
- a) Reviews the documents presented at Appendices 1 and 2;**
 - b) Makes recommendations on any changes required, to inform future performance reporting for the CPP;**
 - c) Requires the Joint Delivery Team to use this information to inform the work being done on CPP “use of resources” (Audit Action Plan- see para 3.1) to ensure SOA priorities are being addressed effectively.**

3 BACKGROUND

- 3.1 The 2013 Audit of Community Planning in the Scottish Borders identified five distinct areas for improvement. These were:
- Strategic direction and leadership
 - Governance and accountability
 - Performance management
 - Use of resources
 - Community engagement
- 3.2 Within the area of Performance Management, Audit Scotland highlighted the need to develop a robust performance management framework to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement. Audit Scotland said that *“the Partnership needed to identify key priorities, develop sufficiently challenging targets and monitor their progress”*.
- 3.3 Through the Single Outcome Agreement agreed in September 2013, three key priorities were identified:
- Grow our Economy
 - Reducing Inequalities
 - Maximising the impact from the low carbon economy

This addressed the first part of Audit Scotland’s concerns (quoted in 3.2 above) but the need remained to more effectively present performance information on the progress being made towards addressing the priorities in the 2013 SOA.

4 PROGRESS TO DATE

- 4.1 The Chief Executive of NHS Borders was named as the Executive Sponsor for this work, to be assisted by officers from both SBC and NHS. The “Grow our Economy” priority has been used to explore the presentation of performance information and progress for the CPP. There were two primary reasons for this;
- the national Scottish Local Authorities Economic Development (SLAED) Managers’ group, supported by the Improvement Services, has developed an economic performance framework which provided an excellent starting point for the collation and presentation of robust and widely recognised economic performance measures. This allows consistency of reporting across local authority areas;
 - the CPP has recently approved an Economic Strategy and Action Plan (incorporating the SLAED framework) in order to set the direction of activity for the CPP. This strategy sets out the vision, strategic aims and objectives to ensure sustainable economic growth for the Scottish Borders, and the proposals in **Appendices 1 and 2** should allow the CPP to better monitor progress (at a previous meeting of the CPP Strategic Board, an Economic Strategy Action Plan update was presented but the Board felt that the information presented did not clearly link actions, objectives and outcomes).

- 4.2 **Appendix 1** firstly presents a two page visual summary of the SLAED performance measures that should allow the CPP to report more publicly on progress and follows a format used by SBC in the presentation of its public performance information. This is followed by a more detailed presentation of each performance measure including:
- a description of the measure (what is being measured and why it is important)
 - the trend over time and our target ambitions
 - the Scottish position for the measure
 - commentary on our performance
 - key actions.
- 4.3 The 10 SLAED measures have been supplemented by two additional measures in order to provide the Strategic Board with a better picture of the situation in the Borders;
- The *number of new businesses through Business Gateway* supplements the SLAED “new business start up rate per 10,000 working age population” measure. The Business Gateway measure can be updated quarterly and is directly affected by SBC activity, whereas the SLAED measure is only updated annually, and is affected by a number of external factors;
 - *% of 18-24 year olds claiming Job Seekers Allowance* supplements the SLAED “16-64 year old claimant rate” measure, and is included to highlight an issue which is particularly pertinent in the Borders, given that our rate of 18-24 yr old JSA claimants has been consistently higher than the Scottish rate for some time.
- 4.4 **Appendix 2** provides an update on the Economic Strategy Action Plan, using a revised format that links the Strategic Aims and Actions to performance measures more directly. Whilst this is not always a perfect fit, it should help the Board to see the causal relationship between activity e.g. *Develop Employability Support Pipeline*, and the measures used to assess impact e.g. *18-24 year old JSA claimants*. However, it should be noted that direct attribution is extremely difficult in this economic context and many external factors and CPP actions may or may not affect our wage levels, our GVA, and our employment rates etc. It is only when trends are monitored over time for the set of 12 measures that the Board will be able to see if progress is being made.
- 4.5 Against each of the Strategic Aims within the Economic Strategy Action Plan, a few additional local performance measures have been provided to give the Board a better feel for progress, where measures are available e.g. *Number of Scottish Enterprise account managed companies*.
- 4.6 It is hoped that these two documents provide the Board with the tools to examine, comment and question the effectiveness of CPP activity over the next few years in achieving the strategic aims within the Economic Strategy and ultimately growing the economy of the Scottish Borders, as stated in the SOA.

Author(s)

Name	Designation and Contact Number
David Cressey	Service Director, Strategy and Policy, SBC, Tel: 01835 825082
Sarah Watters	Corporate Performance and Information Manager, SBC, Tel: 01835 826542
Bryan McGrath	Chief Officer Economic Development, SBC, Tel: 01835 826525
Sam Smith	Economic Development Manager, SBC, Tel: 01835 826539

SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP

DRAFT ANNUAL PERFORMANCE REPORT: SEPTEMBER 2014

HOW ARE WE DOING?

In 2013, we submitted our Single Outcome Agreement (SOA) to the Scottish Government, stating our three key priorities for the next ten years:

- Grow our Economy
- Reduce Inequalities
- Maximise the impact from the Low Carbon agenda

For each priority, we are developing a range of performance information to let you see how we are doing. This report presents a range of measures for the Grow our Economy priority.

Where possible, quarterly information has been used but this is not always possible and annual performance measures have been included.

Some of the data may be subject to minor amendments as end of year figures are compiled for reporting to the Scottish Government.

KEY:

- | | | |
|---|-----------------|---------------------|
|  | On target | Q1 - Apr-Jun |
|  | Just off target | Q2 - Jul-Sep |
|  | Off target | Q3 - Oct-Dec |
|  | For information | Q4 - Jan-Mar |

Gross Value Added (GVA) % of Scottish GVA per worker



67% 2010/11 **68%** 2011/12 **66%** 2012/13

75%
target by 2023

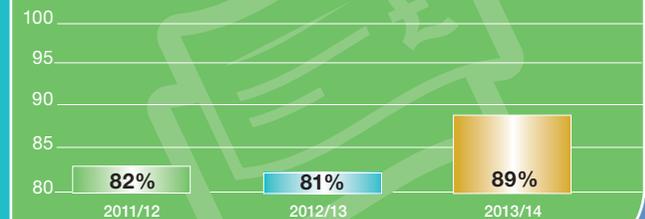
Scottish Borders continues to be below the Scottish Average; the Borders is not experiencing as much growth as Scotland.

Gross Weekly Earnings (Residents Based Earnings as a % of the Scottish Average)



Residents earnings for full time workers in the Scottish Borders is equal to the Scottish average.

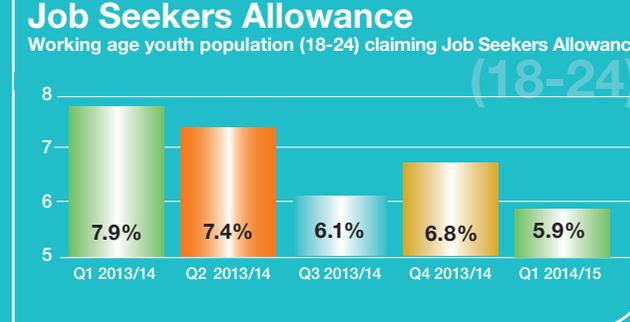
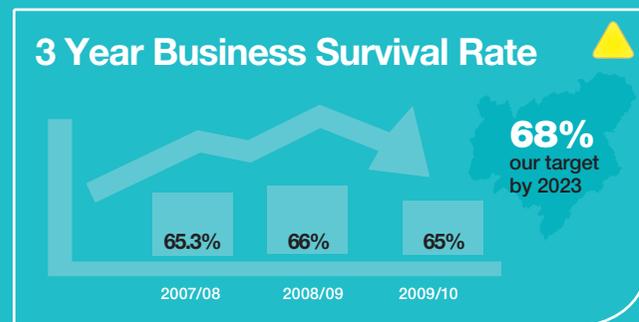
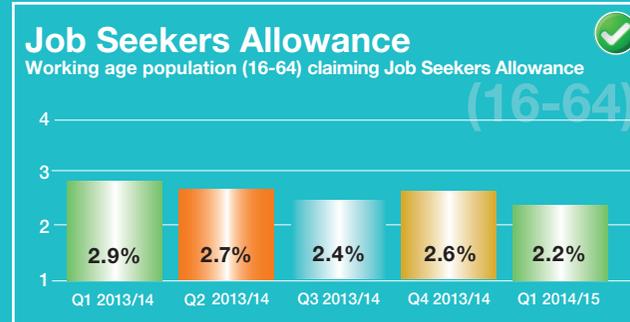
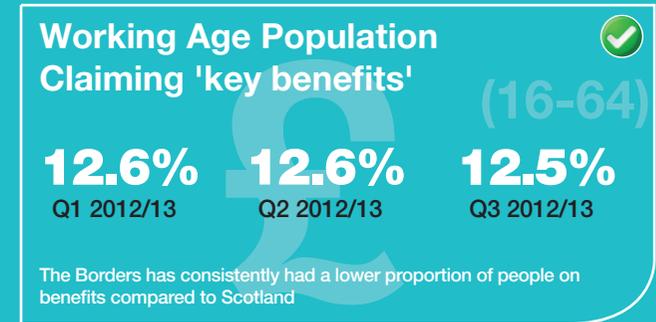
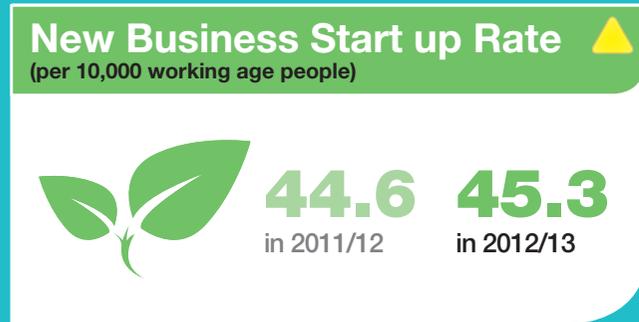
Gross Weekly Earnings (Workplace Based Earnings as a % of the Scottish Average)



SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP

PRIORITY 1: GROW OUR ECONOMY

HOW ARE WE DOING?



Priority 1: Grow our Economy

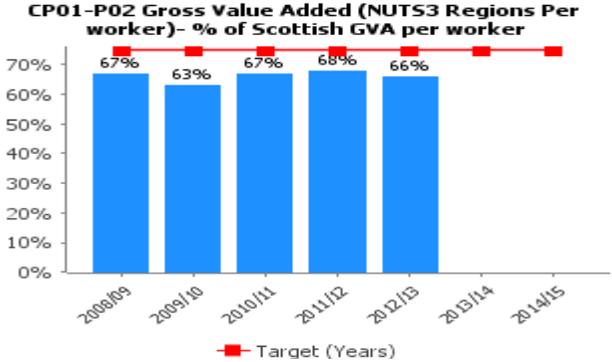
KEY	 positive trend	 negative trend	 on target	 just off target	 off target
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Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	CP01-P02 Gross Value Added (NUTS3 Regions Per worker)- % of Scottish GVA per worker AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	A £value for the amount of goods and services that have been produced/provided in an area		Annually	Still below Scottish average and not experiencing as much growth as Scotland
	CP01-P03 Gross Weekly Earnings: Residents Earnings AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of the Scottish average do residents of the Borders earn? (residents may work out with the area e.g. Edinburgh)		Annually	Now equal to Scottish average
	CP01-P04 Gross Weekly Earnings: Workplace earnings AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of the Scottish average do people working in the Borders earn? (people may live out with the area but work in Borders)		Annually	Now 89% of Scottish average-“health warning” on sample used- surprising increase from previous year, given economic conditions/local knowledge
	CP01-P05 Working age population (16 - 64) employment rate AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged 16-64 is in employment?		Quarterly	Higher than Scotland and increasing
	CP01-P07 New Business start up rate per 10,000 16-64 population AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	Number of new business births/start-ups (VAT/PAYE registrations) in the Council area per 10,000 adult working age population (aged 16-64)		Annually	Slowly increasing but still lagging behind Scotland slightly
	CP01-P06 Number of new Business Start Ups- through Business Gateway AIM TO MAXIMISE	CE - Chief Executive	How many new businesses has Business Gateway helped create?		Quarterly	This is an output measure, based on activity undertaken by SBC. Q1 of 14/15 was just below target, but on target by month 4.
	CP01-P08 3 Year Business Survival Rate AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of Borders businesses survive for at least 3 years?		Annually	The trend for 3-year business survival rates in the Scottish Borders is better or equal to that experienced for Scotland. The 3-yr survival rates for businesses assisted by Business Gateway are higher than the national average.

Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	SNS-P38 Working Age Population (16-64) Claiming "Key Benefits" AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What % of people aged 16-64 is claiming out of work benefits? (This includes benefits other than Job Seekers Allowance e.g. Incapacity Benefit).		Quarterly (but lag in data)	Consistently lower than Scottish average but will be affected by Welfare Reform
	CP01-P10 Working age population (16 - 64) claiming Job Seeker's Allowance (JSA) AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged 16-64 yrs is claiming Job Seeker's Allowance because they are out of work?		Quarterly	Down significantly from this time last year and lower than the Scottish rate
	CP01-P11 Working age youth population (18 - 24) claiming Job Seeker's Allowance (JSA) AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged between 18-24 yrs is claiming Job Seeker's Allowance because they are out of work?		Quarterly	A target of 6% was set in SOA3. This has now been achieved but Scottish average is 4.7%
	CP01-P13 Working age population (16 - 64) with low or no qualifications AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What % of people aged 16-64 in the Borders have low or no qualifications at SCQF level 4 or lower.?		Annually	Consistently ahead of Scotland but has increased slightly in last few years
	CP01-P14 Town Centres Retail Vacancy Rate AIM TO MINIMISE	EI - Forward Planning	What % of retail units in Borders key town centres are vacant?		Annually	Across the Borders, the retail unit vacancy rate has been stable at 10-11% since the onset of the economic downturn.

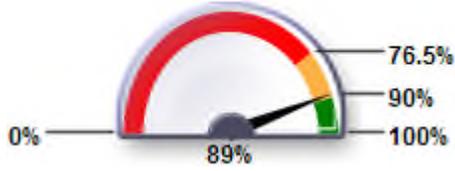
Each of the indicators above is now presented in more detail on the following pages

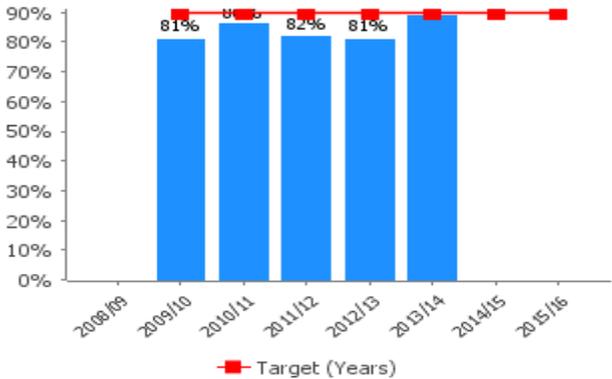
Code & Short Name	CP01-P02 Gross Value Added (NUTS3 Regions Per worker)- % of Scottish GVA per worker	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	<p>Indicator: A £ value for the amount of goods and services that have been produced/provided in the Borders less the cost of producing/providing those goods and services.</p>	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? The GVA per worker in the Borders, as a % of the GVA per worker in Scotland (as a whole).</p> <p>Why is it important that we measure this? We use this measure to assess economic health and wealth of an area. It assesses the relative value or productivity of businesses, sectors, and, when aggregated, economies. It is higher in those areas with a more diversified business base, and businesses undertaking higher margin activity; and lower in areas where there is a higher reliance on rural & traditional industries.</p>	 <p>2012/13 result 63.75%</p> <p>CURRENT VALUE 66%</p> <p>Target: 75%</p>	

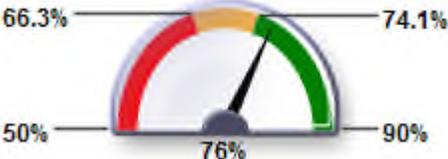
Performance :	Target Ambition																
 <p>CP01-P02 Gross Value Added (NUTS3 Regions Per worker)- % of Scottish GVA per worker</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>67%</td> </tr> <tr> <td>2009/10</td> <td>63%</td> </tr> <tr> <td>2010/11</td> <td>67%</td> </tr> <tr> <td>2011/12</td> <td>68%</td> </tr> <tr> <td>2012/13</td> <td>66%</td> </tr> <tr> <td>2013/14</td> <td>66%</td> </tr> <tr> <td>2014/15</td> <td>66%</td> </tr> </tbody> </table> <p>Legend: Target (Years) = 75%</p>	Year	Value (%)	2008/09	67%	2009/10	63%	2010/11	67%	2011/12	68%	2012/13	66%	2013/14	66%	2014/15	66%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013. is to reduce the gap between GVA in the Borders and the rest of Scotland and to reach a target of 75% of the Scottish average by 2023.</p> <p>Our 10 year target to achieve a GVA that is 75% of Scottish average is shown in red on the graph</p> <p>There is a lag of 2 years between collection and publication of data</p>
Year	Value (%)																
2008/09	67%																
2009/10	63%																
2010/11	67%																
2011/12	68%																
2012/13	66%																
2013/14	66%																
2014/15	66%																
Commentary	Between 2002 and 2011 the total Gross Value Added (GVA) for the Scottish Borders increased by 33% from £1,119m to £1,513m. This was less than the 44% increase for Scotland and over that time the Scottish Borders reduced its contribution to Scotland GVA, as is also the case during the last period for which figures are available.																
Actions :	Continued focus on inward investment, development of employment land, development of key sectors, as well as maximising impact from Railway, Broadband and Assisted Area status - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)																

Code & Short Name	CP01-P03 Gross Weekly Earnings: Residents Earnings	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What % of the Scottish average do residents in the Scottish Borders earn?	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? Average gross weekly earnings for full time workers in the Borders; but includes also those people working in other areas e.g. Edinburgh.</p> <p>Why is it important we measure this? We use this to understand the prosperity of different areas, and the extent to which people living in the area are reliant on jobs in other areas. It also assists in understanding sub regions and travel to work areas that do not necessarily coincide with political/administrative boundaries. Finally, we use these measures to assess the value of the local economy and the demand for skills by the local businesses base.</p>	<p>2013/14 result</p>  <p>CURRENT VALUE</p>	

Performance :	<p>CP01-P03 Gross Weekly Earnings: Residents Earnings</p>  <table border="1"> <caption>CP01-P03 Gross Weekly Earnings: Residents Earnings</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2008/09</td><td>93%</td></tr> <tr><td>2009/10</td><td>95%</td></tr> <tr><td>2010/11</td><td>95%</td></tr> <tr><td>2011/12</td><td>93%</td></tr> <tr><td>2012/13</td><td>90%</td></tr> <tr><td>2013/14</td><td>95%</td></tr> <tr><td>2014/15</td><td>95%</td></tr> <tr><td>2015/16</td><td>95%</td></tr> </tbody> </table> <p>■ Target (Years)</p>	Year	Percentage	2008/09	93%	2009/10	95%	2010/11	95%	2011/12	93%	2012/13	90%	2013/14	95%	2014/15	95%	2015/16	95%	Target Ambition
Year	Percentage																			
2008/09	93%																			
2009/10	95%																			
2010/11	95%																			
2011/12	93%																			
2012/13	90%																			
2013/14	95%																			
2014/15	95%																			
2015/16	95%																			
Commentary	<p>Residence based earnings includes residents who commute out of the Scottish Borders to work in other local authority areas and reflects some of the higher value jobs that can be accessed elsewhere. Figures for earnings come from the Annual Survey of Hours and Earnings (ASHE). The ASHE is based on a 1 per cent sample of employees, information on whose earnings and hours is obtained from employers. The survey does not cover self-employed (an important sector in the Borders). The earnings information collected relates to gross pay before tax, national insurance or other deductions, and excludes payments in kind. It is restricted to earnings relating to the survey pay period and so excludes payments of arrears from another period made during the survey period; any payments due as a result of a pay settlement but not yet paid at the time of the survey will also be excluded.</p>																			
Actions :	See details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)																			

Code & Short Name	CP01-P04 Gross Weekly Earnings: Workplace earnings	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What % of the Scottish average do people working in the Borders earn?	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? Average gross weekly earnings for full time workers working in the Borders and includes people travelling to the area to take up jobs</p> <p>Why is it important we measure this? We use this to understand the prosperity of different areas, and the extent to which people living in the area are reliant on jobs in other areas. It also assists in understanding sub regions and travel to work areas that do not necessarily coincide with political/administrative boundaries. Finally, we use these measures to assess the value of the local economy and the demand for skills by the local businesses base.</p>	<p>2013/14 result</p>  <p>CURRENT VALUE</p>	

Performance :	Target Ambition																		
<p style="text-align: center;">CP01-P04 Gross Weekly Earnings: Workplace earnings</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2008/09</td><td>81%</td></tr> <tr><td>2009/10</td><td>81%</td></tr> <tr><td>2010/11</td><td>82%</td></tr> <tr><td>2011/12</td><td>81%</td></tr> <tr><td>2012/13</td><td>81%</td></tr> <tr><td>2013/14</td><td>89%</td></tr> <tr><td>2014/15</td><td>90%</td></tr> <tr><td>2015/16</td><td>90%</td></tr> </tbody> </table> <p style="text-align: center;">■ Target (Years)</p>	Year	Percentage	2008/09	81%	2009/10	81%	2010/11	82%	2011/12	81%	2012/13	81%	2013/14	89%	2014/15	90%	2015/16	90%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to increase and sustain the average weekly workplace earnings across the Borders and narrow the wage gap.</p> <p>Our target of a sustainable 90% is show on in red the graph.</p> <p>There is a lag of 7 months between collection and publication of data.</p>
Year	Percentage																		
2008/09	81%																		
2009/10	81%																		
2010/11	82%																		
2011/12	81%																		
2012/13	81%																		
2013/14	89%																		
2014/15	90%																		
2015/16	90%																		
Commentary	<p>Borders has traditionally trailed behind Scotland and the rest of the UK for workplace based earning (that is jobs within the local authority area). The gap between the Scottish Borders and the rest of Scotland increased between 2010 and 2012, but the ASHE figures would suggest that during 2013, the gap closed. This should be treated with caution as local knowledge and economic conditions would not suggest that this is the case. Trends will be monitored over the next few years.</p>																		
Actions :	<p>See details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)</p>																		

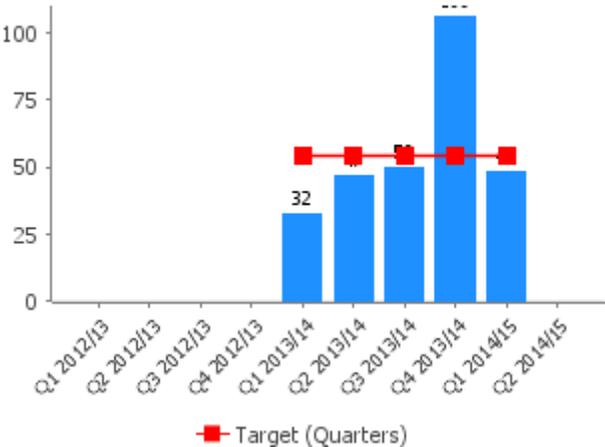
Code & Short Name	CP01-P05 Working age population (16 - 64) employment rate	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What percentage of people aged 16-64 are in employment?	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? The number of people aged 16-64 who are in a job as a % of the total population aged 16-64 i.e. of working age.</p> <p>Why is it important that we measure this? A high employment rate indicates that there is a strong economy with job opportunities for those who want them.</p>	<p>Q4 2013/14 result</p>  <p>CURRENT VALUE</p>	

Performance :	Target Ambition
<p style="text-align: center;">CP01-P05 Working age population (16 - 64) employment rate</p>  <p style="text-align: center;">■ Target (Quarters)</p>	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to continue to increase the employment rate and reach 78% by 2023.</p> <p>The Scottish average for Q4 of 2013/14 was 73.3%</p> <p>Our 10 year target of 78% is show in red on the graph.</p> <p>There is lag of 1 quarter for data.</p>
Commentary	<p>Prior to 2009 the employment rate in the Scottish Borders was consistently above the Scottish employment rate. However, in 2009 as a result of the economic downturn the employment rate in in the Scottish Borders fell and in 2010 it was below the Scottish level. 2011 and 2012 saw the Scottish Borders employment rate rise above the Scottish level. It now sits at just over 5% higher than the Scottish figure. The increase over the previous quarter equates to an extra 1,000 people in employment.</p>
Actions :	See details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)

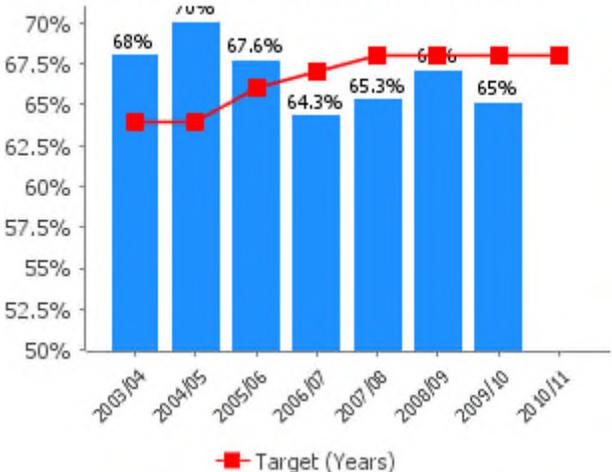
Code & Short Name	CP01-P07 New Business start up rate per 10,000 16-64 population	Managed By	CE - Chief Executive
Description	Indicator: How many new businesses were established per 10,000 working age people (16-64)?	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? Number of new business births/start-ups (VAT/PAYE registrations) in the Council area per 10,000 adult working age population (aged 16-64 years).</p> <p>Why is it important that we measure this? We use this measure to look at the level of entrepreneurship in Council areas. These include any Council or Business Gateway assisted companies, counted (below).</p>	<p>2012/13 result</p> <p>CURRENT VALUE</p>	

Performance :	Target Ambition												
<p>CP01-P07 New Business start up rate per 10,000 16-64 population</p> <table border="1"> <caption>CP01-P07 New Business start up rate per 10,000 16-64 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>51</td> </tr> <tr> <td>2009/10</td> <td>43.1</td> </tr> <tr> <td>2010/11</td> <td>44.6</td> </tr> <tr> <td>2011/12</td> <td>44.6</td> </tr> <tr> <td>2012/13</td> <td>45.3</td> </tr> </tbody> </table> <p>■ Target (Years)</p>	Year	Value	2008/09	51	2009/10	43.1	2010/11	44.6	2011/12	44.6	2012/13	45.3	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to sustain and if possible, grow the rate of business start ups.</p> <p>Our 10 year target of 51%, matching the current Scottish average, is show in red on the graph.</p> <p>There is a lag of 12 months for data</p>
Year	Value												
2008/09	51												
2009/10	43.1												
2010/11	44.6												
2011/12	44.6												
2012/13	45.3												
Commentary	The recession adversely affected business start-ups in the Borders, but there is a steadily improving picture. This measure only includes VAT/PAYE registered business and will therefore not accurately reflect the situation in the Scottish Borders, where we have a large number al SMEs operating under the VAT threshold												
Actions :	Ongoing delivery of Business Gateway contract; SBC Loans/Grants Schemes delivery - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)												

Code & Short Name	CP01-P06 Number of new Business Start Ups -Through Business Gateway	Managed By	CE - Chief Executive
Description	<p>Indicator: How many new businesses has Business Gateway helped create?</p> <p>What is being measured? The number of businesses that have been established as a result of Business Gateway support</p> <p>Why is it important to measure this? New businesses help create new jobs that are much needed in the Scottish Borders.</p>	PI Administered By	performance@scotborders.gov.uk
		<p>Cumulative result for Q1 2014/15 as of June 2014</p>  <p>CURRENT VALUE</p> <p>(Note: figures are only cumulative within the quarter and NOT over the year. Each quarter is measured discretely)</p>	

Performance :	Target Ambition
<p>CP01-P06 Number of new Business Start Ups -Through Business Gateway</p>  <p>■ Target (Quarters)</p>	<p>Because this is more of an output measure, it was not included in the 2013 SOA and no target set. However, Business Gateway (BG) activity is monitored by SBC on a monthly basis and should be of interest to the CPP as a measure of economic activity and the general health of the economy.</p> <p>The quarterly target of 54 is shown in red on the graph (this is a target set by the Scottish Government within the BG contract)</p> <p>This is measured monthly by SBC</p>
Commentary	Business start-ups increased significantly in Q4 following push to follow up and check progress with businesses and offer additional support if required. However, the longer term trend would appear to show an increase in activity towards the last 2 quarters of the year, in line with volume of business support activity.
Actions :	See details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)

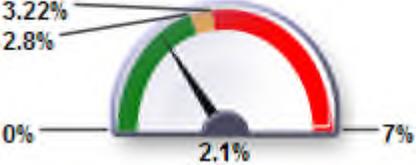
Code & Short Name	CP01-P08 3 Year Business Survival Rate	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What % of Borders businesses survived for at least 3 years?	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The sustainability of new businesses in an area expressed as a % rate of the VAT/PAYE registered businesses that survive for at least 3 years. Why is it important to measure this? Sustaining/improving the business survival rate in the Borders will enable economic growth and increase job opportunities.	 <p>2009/10 result: 67.32%</p> <p>64.6%</p> <p>50%</p> <p>65%</p> <p>100%</p> <p>CURRENT VALUE</p>	

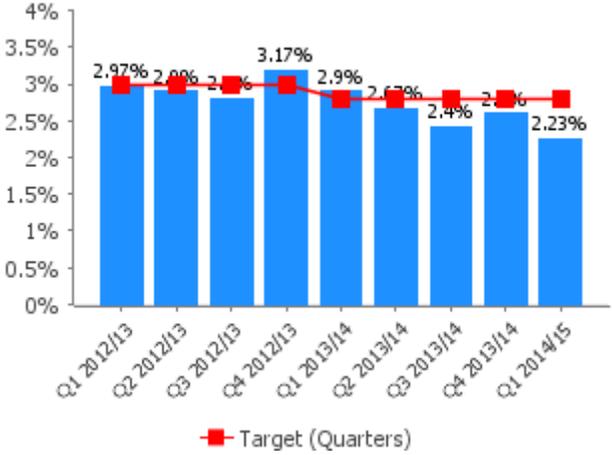
Performance :	Target Ambition																		
<p align="center">CP01-P08 3 Year Business Survival Rate</p>  <table border="1"> <caption>CP01-P08 3 Year Business Survival Rate Data</caption> <thead> <tr> <th>Year</th> <th>Survival Rate (%)</th> </tr> </thead> <tbody> <tr><td>2003/04</td><td>68%</td></tr> <tr><td>2004/05</td><td>70%</td></tr> <tr><td>2005/06</td><td>67.6%</td></tr> <tr><td>2006/07</td><td>64.3%</td></tr> <tr><td>2007/08</td><td>65.3%</td></tr> <tr><td>2008/09</td><td>67.6%</td></tr> <tr><td>2009/10</td><td>65%</td></tr> <tr><td>2010/11</td><td>65%</td></tr> </tbody> </table> <p align="center">■ Target (Years)</p>	Year	Survival Rate (%)	2003/04	68%	2004/05	70%	2005/06	67.6%	2006/07	64.3%	2007/08	65.3%	2008/09	67.6%	2009/10	65%	2010/11	65%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to continue to sustain and improve the survival rate of Borders businesses</p> <p>Our 10 year target of 68% is shown in red on the graph.</p> <p>There is a 12 month lag in data (note: the 10/11 survival rate will be available soon i.e. businesses that have survived until 2013)</p>
Year	Survival Rate (%)																		
2003/04	68%																		
2004/05	70%																		
2005/06	67.6%																		
2006/07	64.3%																		
2007/08	65.3%																		
2008/09	67.6%																		
2009/10	65%																		
2010/11	65%																		

Commentary	The trend for 3-year business survival rates in the Scottish Borders is better or equal to that experienced for Scotland
Actions :	See details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)

Code & Short Name	SNS-P38 Working Age Population (16-64) Claiming "Key Benefits"	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What % of people aged 16-64 is claiming out of work benefits? (This includes benefits other than Job Seekers Allowance).	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The number of people aged 16-64 who are claiming out of work benefits as a % of the total population aged between 16-64 i.e. of working age.	<p>Average result for 2012/13 as of Q3 2012/13</p> <p>12.57%</p> <p>CURRENT VALUE</p>	
	Why is it important to measure this? This is a proxy indicator for poverty and an indicator of economic and social wellbeing of the community. A high percentage of claimants could indicate weaknesses within the economy and lack of opportunities for those furthest from the labour market.		

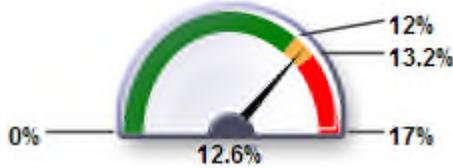
Performance :	Target Ambition																																	
<p style="text-align: center;">SNS-P38 Working Age Population (16-64) Claiming "Key Benefits"</p> <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>12.6%</td> <td>~16%</td> </tr> <tr> <td>Q2 2012/13</td> <td>12.6%</td> <td>~16%</td> </tr> <tr> <td>Q3 2012/13</td> <td>12.5%</td> <td>~16%</td> </tr> <tr> <td>Q4 2012/13</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q1 2013/14</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q2 2013/14</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q3 2013/14</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q4 2013/14</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q1 2014/15</td> <td>-</td> <td>~16%</td> </tr> <tr> <td>Q2 2014/15</td> <td>-</td> <td>~16%</td> </tr> </tbody> </table>	Quarter	Current Value (%)	Target (%)	Q1 2012/13	12.6%	~16%	Q2 2012/13	12.6%	~16%	Q3 2012/13	12.5%	~16%	Q4 2012/13	-	~16%	Q1 2013/14	-	~16%	Q2 2013/14	-	~16%	Q3 2013/14	-	~16%	Q4 2013/14	-	~16%	Q1 2014/15	-	~16%	Q2 2014/15	-	~16%	<p>Our 10 year ambition as stated in our Single Outcome Agreement 2013 is to continue to stay below the national average, and reduce where possible the number of people claiming out of work benefits</p> <p>The national figure is shown in red on the graph.</p> <p>There is a 12 month lag between collection and publication of data.</p>
Quarter	Current Value (%)	Target (%)																																
Q1 2012/13	12.6%	~16%																																
Q2 2012/13	12.6%	~16%																																
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Q4 2013/14	-	~16%																																
Q1 2014/15	-	~16%																																
Q2 2014/15	-	~16%																																
Commentary	In November 2012, 12.5% of the Scottish Borders working age population were claiming a key benefit compared to 16% for Scotland. The Borders has consistently had a lower proportion of people on benefits compared to Scotland.																																	
Actions :	Ongoing CPP Welfare Reform Programme to support those on out of work benefits and the transition to new arrangements - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)																																	

Code & Short Name	CP01-P10 Working age population (16 - 64) claiming Job Seeker's Allowance (JSA)	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What percentage of people aged between 16-64 yrs is claiming Job Seeker's Allowance because they are out of work?	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? The number of people aged 16-64 who are claiming Job Seekers Allowance as a % of the total population aged between 16-64 i.e. of working age.</p> <p>Why is it important that we measure this? A high % of JSA claimants indicates that there is a weak economy with poor job opportunities.</p>	<p style="text-align: center;">June 2014 result</p>  <p style="text-align: center;">CURRENT VALUE</p>	

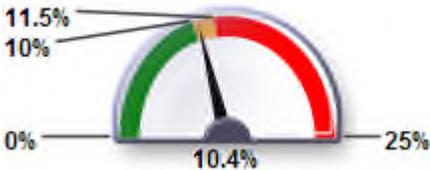
Performance :	Target Ambition																														
<p style="text-align: center;">CP01-P10 Working age population (16 - 64) claiming Job Seeker's Allowance (JSA)</p>  <table border="1" style="margin-top: 10px;"> <caption>Quarterly JSA Claimant Rate Data</caption> <thead> <tr> <th>Quarter</th> <th>Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2012/13</td><td>2.97%</td><td>2.8%</td></tr> <tr><td>Q2 2012/13</td><td>2.8%</td><td>2.8%</td></tr> <tr><td>Q3 2012/13</td><td>2.8%</td><td>2.8%</td></tr> <tr><td>Q4 2012/13</td><td>3.17%</td><td>2.8%</td></tr> <tr><td>Q1 2013/14</td><td>2.9%</td><td>2.8%</td></tr> <tr><td>Q2 2013/14</td><td>2.67%</td><td>2.8%</td></tr> <tr><td>Q3 2013/14</td><td>2.4%</td><td>2.8%</td></tr> <tr><td>Q4 2013/14</td><td>2.6%</td><td>2.8%</td></tr> <tr><td>Q1 2014/15</td><td>2.23%</td><td>2.8%</td></tr> </tbody> </table>	Quarter	Rate (%)	Target (%)	Q1 2012/13	2.97%	2.8%	Q2 2012/13	2.8%	2.8%	Q3 2012/13	2.8%	2.8%	Q4 2012/13	3.17%	2.8%	Q1 2013/14	2.9%	2.8%	Q2 2013/14	2.67%	2.8%	Q3 2013/14	2.4%	2.8%	Q4 2013/14	2.6%	2.8%	Q1 2014/15	2.23%	2.8%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to reduce the number of JSA 16-64 claimants and stay below the Scottish average.</p> <p>The red line on the graph indicates our locally set targets, based on previous trends, and reflects our aspiration to keep figures below the Scottish average of 2.8%.</p>
Quarter	Rate (%)	Target (%)																													
Q1 2012/13	2.97%	2.8%																													
Q2 2012/13	2.8%	2.8%																													
Q3 2012/13	2.8%	2.8%																													
Q4 2012/13	3.17%	2.8%																													
Q1 2013/14	2.9%	2.8%																													
Q2 2013/14	2.67%	2.8%																													
Q3 2013/14	2.4%	2.8%																													
Q4 2013/14	2.6%	2.8%																													
Q1 2014/15	2.23%	2.8%																													
Commentary	<p>Scottish Borders claimant count rate increased steadily before peaking in 2011 and 2012 at 3%. This trend was reversed in 2013 when the rate fell to 2.4% as the economic recovery gathered pace.</p> <p>This measure is down compared to June 2013 and is also lower than the Scottish rate (2.8%).</p>																														
Actions :	<p>This measure is affected by activity that attracts and supports new businesses, as well as activity that helps existing businesses to grow, as well as specific support for those out of work from partners such as Job Centre Plus and Borders College - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)</p>																														

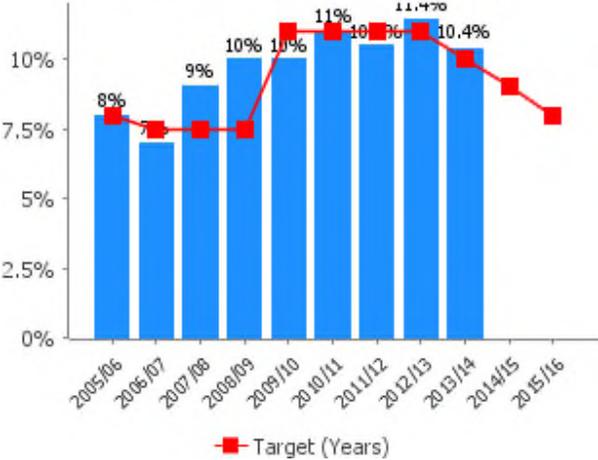
Code & Short Name	CP01-P11 Working age youth population (18 - 24) claiming Job Seeker's Allowance (JSA)	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What percentage of people aged between 18-24 yrs is claiming Job Seeker's Allowance because they are out of work?	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The number of people aged 18-24 who are claiming Job Seeker's Allowance as a % of the total population aged between 16-64 i.e. of working age.	<p style="text-align: center;">June 2014 result</p> <p style="text-align: center;">CURRENT VALUE</p>	
Why is it important that we measure this? During a recession, young people are often disadvantaged, with employers favouring older people with more experience. From 16-18, a high proportion of young people may be in either full time or further education and wouldn't be claiming JSA.			

Performance :	Target Ambition																														
<p style="text-align: center;">CP01-P11 Working age youth population (18 - 24) claiming Job Seeker's Allowance (JSA)</p> <table border="1"> <caption>CP01-P11 Working age youth population (18 - 24) claiming Job Seeker's Allowance (JSA) - Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>7.8%</td> <td>6%</td> </tr> <tr> <td>Q2 2012/13</td> <td>7.9%</td> <td>6%</td> </tr> <tr> <td>Q3 2012/13</td> <td>7.37%</td> <td>6%</td> </tr> <tr> <td>Q4 2012/13</td> <td>6.07%</td> <td>6%</td> </tr> <tr> <td>Q1 2013/14</td> <td>6.8%</td> <td>6%</td> </tr> <tr> <td>Q2 2013/14</td> <td>5.99%</td> <td>6%</td> </tr> <tr> <td>Q3 2013/14</td> <td></td> <td>6%</td> </tr> <tr> <td>Q4 2013/14</td> <td></td> <td>6%</td> </tr> <tr> <td>Q1 2014/15</td> <td></td> <td>6%</td> </tr> </tbody> </table>	Quarter	Percentage	Target (Quarters)	Q1 2012/13	7.8%	6%	Q2 2012/13	7.9%	6%	Q3 2012/13	7.37%	6%	Q4 2012/13	6.07%	6%	Q1 2013/14	6.8%	6%	Q2 2013/14	5.99%	6%	Q3 2013/14		6%	Q4 2013/14		6%	Q1 2014/15		6%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013 is to reduce the number of young people claiming JSA.</p> <p>The red line on the graph indicates our locally set targets based on previous trends, and reflects our aspiration to get figures down to 6% or below over the next 10 years</p>
Quarter	Percentage	Target (Quarters)																													
Q1 2012/13	7.8%	6%																													
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Q3 2013/14		6%																													
Q4 2013/14		6%																													
Q1 2014/15		6%																													
Commentary	The proportion of 18-24 year old claimants in the Borders remains above the national trends, although is moving in the right direction. This measure is down on June 2013, but remains higher than the Scottish rate (4.7%).																														
Actions :	CPP development of Borders Guarantee, extension on Employer Recruitment Incentive (Youth Employment Scotland Scheme) until Dec 2014 - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)																														

Code & Short Name	CP01-P13 Working age population (16 - 64) with low or no qualifications	Managed By	CPP - Economy and Low Carbon Delivery Team
Description	Indicator: What % of people aged 16-64 in the Borders have low or no qualifications?	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The number of people between 16-64 with no qualifications or qualifications at SCQF level 4 or lower. Why is it important to measure this? This indicator is a proxy for adult literacy and numeracy.	<p style="text-align: center;">2012/13 result</p>  <p style="text-align: center;">CURRENT VALUE</p>	

Performance :	Target Ambition
<p style="text-align: center;">CP01-P13 Working age population (16 - 64) with low or no qualifications</p>  <p style="text-align: center;">■ Target (Years)</p>	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to continue to stay below the Scottish average and reduce if possible</p> <p>The red line on the graph indicates our locally set targets based on previous trends, and reflects our aspiration to get figures down to 12% or below over the next 10 years</p> <p>There is a lag of 12 months between collection and publication of data.</p>
Commentary	<p>In 2012 the proportion of people aged 16-64 in the Scottish Borders with low or no qualifications increased slightly. However, the Scottish Borders has consistently had a lower proportion of people or working age with low or no qualifications compared to Scotland.</p>
Actions :	<p>Refresh of Learning and Skills Partnership Priorities. Focus on areas of deprivation - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)</p>

Code & Short Name	CP01-P14 Town Centres Retail Vacancy Rate	Managed By	EI - Forward Planning
Description	<p>Indicator: What % of retail units in Borders key town centres are vacant?</p>	PI Administered By	performance@scotborders.gov.uk
	<p>What is being measured? The percentage of vacant retail units within Borders key town centres. This assessed by SBC Officers.</p> <p>Why is it important that we measure this? A low rate of vacant units indicates a vibrant town centre.</p>	<p style="text-align: center;">2013/14 result</p> 	

Performance :	Target Ambition																																				
<p style="text-align: center;">CP01-P14 Town Centres Retail Vacancy Rate</p>  <table border="1" style="margin-top: 10px;"> <caption>CP01-P14 Town Centres Retail Vacancy Rate Data</caption> <thead> <tr> <th>Year</th> <th>Vacancy Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>2005/06</td><td>8%</td><td>8%</td></tr> <tr><td>2006/07</td><td>7%</td><td>8%</td></tr> <tr><td>2007/08</td><td>9%</td><td>8%</td></tr> <tr><td>2008/09</td><td>10%</td><td>8%</td></tr> <tr><td>2009/10</td><td>10%</td><td>8%</td></tr> <tr><td>2010/11</td><td>11%</td><td>8%</td></tr> <tr><td>2011/12</td><td>10%</td><td>8%</td></tr> <tr><td>2012/13</td><td>11.4%</td><td>8%</td></tr> <tr><td>2013/14</td><td>10.4%</td><td>8%</td></tr> <tr><td>2014/15</td><td>9%</td><td>8%</td></tr> <tr><td>2015/16</td><td>10.4%</td><td>8%</td></tr> </tbody> </table>	Year	Vacancy Rate (%)	Target (%)	2005/06	8%	8%	2006/07	7%	8%	2007/08	9%	8%	2008/09	10%	8%	2009/10	10%	8%	2010/11	11%	8%	2011/12	10%	8%	2012/13	11.4%	8%	2013/14	10.4%	8%	2014/15	9%	8%	2015/16	10.4%	8%	<p>Our 10 year ambition, as stated in our Single Outcome Agreement 2013, is to reduce the number of vacant units in Borders key town centres.</p> <p>Our 10 year target to get back to 8%, as indicated by the red line on the graph, is very ambitious given national trends and changing shopping habits.</p>
Year	Vacancy Rate (%)	Target (%)																																			
2005/06	8%	8%																																			
2006/07	7%	8%																																			
2007/08	9%	8%																																			
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2014/15	9%	8%																																			
2015/16	10.4%	8%																																			

Commentary	<p>Across the Scottish Borders there is an overall vacancy rate of 10% which is affecting the vitality and vibrancy of town centres. There has also been a steady decline in footfall (visitors) across town centres in the Borders; Selkirk experienced a 30% decline in footfall in 2011, with Melrose, Kelso and Peebles falling to 17% and Hawick 15% respectively. Across the Borders, the retail unit vacancy rate has been stable at 10-11% since the onset of the economic downturn. The current vacancy rate compares favourably against a UK average of 14%, but slightly above the Scottish average of 10.7%.</p>
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Actions :	<p>Ongoing regeneration activity in Selkirk and Kelso, as well as Tourism and Events support across the region (Baton Relay, Return to the Ridings, Tour o' the Borders, Book Festival). Eyemouth Framework - see details in Action plan update at Appendix 2 (Scottish Borders Economic Strategy Action Plan update)</p>
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Scottish Borders Economic Strategy Action Plan- update September 2014

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Strategic Aim B	Building on our Assets	Performance Measures	Page 8
		Action Plan Update	Page 8
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		Action Plan Update	Page 11
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Key: Performance Measures

KEY	 positive trend	 negative trend	 on target	 just off target	 off target	 data only
Indicators that are coded "CP01" within this report are included in the draft annual performance report (Appendix 1). Indicators shaded blue on the following pages are additional local indicators, relevant to a particular Strategic Aim within the Economic Strategy.						

Key: Performance Measures

Key for Action Plan "Status" update					
	Completed	Good progress	More to do/limited progress	No progress	Resources secured

For more information email: performance@scotborders.gov.uk

Appendix 2

Strategic Aim A: creating the conditions for business to compete- **PERFORMANCE MEASURES**

Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	CP01-P07 New Business start up rate per 10,000 16-64 population AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	Number of new business births/start-ups (VAT/PAYE registrations) in the Council area per 10,000 adult working age population (aged 16-64)		Annually	Slowly increasing but still lagging behind Scotland slightly.
	CP01-P06 Number of new Business Start Ups- through Business Gateway	SBC	How many new businesses has Business Gateway helped create?		Quarterly	This is an output measure, based on activity undertaken by SBC. Q1 of 14/15 was just below target, but on target by month 4.
	CP01-P08 3 Year Business Survival Rate AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of Borders businesses survive for at least 3 years?		Annually	Trend for 3-yr business survival rates in the Scottish Borders is slightly lower than experienced for Scotland. The 3-yr survival rates for businesses assisted by Business Gateway are higher than the national average.
	Scottish Enterprise Account Managed* companies	Scottish Enterprise	How many companies is SE account managing?	-	Quarterly	SE is currently account managing 71 companies (Q1 2014/15). This figure was fairly consistent with 13/14.
	% of above deemed to be of particular importance to the economy	Scottish Enterprise	What % of SE Account managed companies are deemed to be of particular importance to the economy	-	Quarterly	Approx 21% of these companies are considered to be of particular importance to the local economy.
	Employment Land	SBC	What proportion of employment land is deemed immediately available?		Annual	7.2% of our employment land is deemed immediately available (down from 11.7% in 12/13).
	SBC Occupancy Rates	SBC	What % of SBC commercial and industrial properties are occupied		Quarterly	At 90%, this remains consistently higher than the Scottish average.
	Inward Investment Property Enquiries to SBC	SBC	How many property enquiries has SBC received from out with the area?		Quarterly	Against a target of 10 per annum, 5 enquires have already been received in 2014/15.

***Account management** is Scottish Enterprise's most focused service level for companies in key industry sectors who demonstrate the highest growth potential or who are considered important to the economy.

Appendix 2

Strategic Aim A: creating the conditions for business to compete- **ACTION PLAN UPDATE**

Objectives	Key Actions	Status	Progress/issues
<p>(1) To encourage and support new business start-ups, and the growth of existing businesses</p>	<p>Deliver Business Gateway (BG) Start-Up and Local Advisory service</p> <p style="text-align: center;">£</p>	▶	<p>During 2013/14 the Business Gateway team worked with 462 businesses and individuals, and assisted a total of 232 businesses to start-up. During the year the team delivered 72 business start up workshops and 59 local workshops that were part funded by ERDF; these primarily focused on e-business topics such as social media, website building and e-commerce. There were 714 attendees.</p> <p>For the period 1 April to 31 July 2014 the Business Gateway team has worked with 227 businesses and individuals. The advisers have delivered 28 start up workshops and 20 local workshops to a total of 272 attendees.</p> <p>A programme of business support events and workshops - which will run across the Borders from Monday 29th September until Friday 3rd October - will focus on growing and developing a business.</p>
	<p>BG/SE Growth Advisory Service</p> <p style="text-align: center;">£</p>	▶	<p>During 2013/14 the Business Gateway team worked with 24 potential high growth companies. 5 companies were accepted into growth pipeline relationship with Scottish Enterprise, and 1 company was accepted into account management relationship. So far in 2014/15. assisted 64 business start ups of which 4 have the potential to be high growth</p> <p>Increased focus on growth and key sectors through 'Business Gateway Plus' ERDF project – advising and supporting businesses with projected increase in turnover in excess of £100,000.</p>
	<p>Business Support-loans and grants</p> <p style="text-align: center;">£</p>	▶	<p>So far this financial year (2014/15), the Scottish Borders Business Fund has received 18 enquiries and approved 14 grant applications valued at £47,069, supporting business investment projects with a value of around £104,556. These projects are forecast to create 34.5 jobs and safeguard 43 jobs with a forecast economic impact of almost £785,833 GVA. The next panel meeting is on 2 September.</p> <p>Scottish Borders Loan Fund - 22 applications were received during 2013/14, and 8 loans approved to a value of £74,500. At least 5 jobs created, and 34 safeguarded. Fund has been reviewed and now re-launched.</p>
	<p>SoS Business Competitiveness Project</p> <p style="text-align: center;">£</p>	▶	<p>Additional ERDF funded support being provided to tourism, food & drink and renewables sectors. 275 businesses assisted to date, with 7 FTE jobs created. Project extended to 30 September 2015.</p>

Appendix 2

Objectives	Key Actions	Status	Progress/issues
	Supplier Development Programme 		Economic Development assisted Morrisons Construction to hold a 'Meet the Buyer' event on 19 March in Galashiels for the new Borders Railway Transport Interchange that was attended by 51 businesses. Similar events are planned for the Aikengall Windfarm development and Duns Primary School.
(2) To ensure that new land and premises are developed to allow businesses to grow and relocate	Local Development Plan – Employment Land Allocation. 		The Local Development Plan (LDP) was available for Public Representation until 3 March 2014. Following an Examination In Public, adoption of the LDP is expected in summer 2015. Consideration of employment land allocations and policies has been a key part of the LDP process. 7.2% of the Total Land Designated for Employment Use in local plan is immediately available (serviced and marketed) in Scottish Borders. This means 22.9ha is available of the 318.7 total designated.
	Strategic Employment Land Project 		Duns – site works completed in May 2014 (up to 8 plots). This includes purchase of additional expansion land which provides opportunities for the creation of larger sites. Lauder – site works completed in July 2014 (up to 7 plots). Coldstream – completion is due by December 2014 (up to 6 plots). Overall, project will deliver 3.69ha of new employment land, with 6 plots in Hawick (0.97ha), 8 plots in Duns (0.95ha), 7 plots in Lauder (0.97ha) and 6 plots in Coldstream (0.8ha).
	Marketing of Employment land		Invest in Scottish Borders advert and editorial placed in UK Commercial Property magazine, promoting new employment land sites. Advert and editorial focused on Borders Railway inward investment and employment land opportunities will feature in October issue of Business Scotland (37,500 readership). Sites are also being marketed on the Council website. 14 enquiries received to date.
	Central Borders Business Park		A proposal to create a Central Borders Business Park close to the railhead has been presented to the Scottish Government as one of the key strategic projects in the South of Scotland Alliance's Rural Regional Economic Development Programme. Scottish Enterprise and the Council are working together to develop detailed project streams and have commissioned architects to prepare options for an overall vision of how the area could look in future.
	Eyemouth Seafood Technology Park 		Gunsgreenhill Industrial Estate extension (Seafood Technology Park) Eyemouth – The Council has committed £250,000 and £180,000 has been approved from EU Fisheries Local Action Group funding. The project will facilitate business moves from the Harbour Road area to Gunsgreenhill. This is linked to Eyemouth Harbour Road SPG. Detailed design work is ongoing, and construction works are due to go out to tender shortly. The

Appendix 2

Objectives	Key Actions	Status	Progress/issues
	Caerlee Mill		<p>project is due to be complete in December 2014 (up to 2 plots).</p> <p>The Council has worked with Historic Scotland and produced a planning brief to help reduce the uncertainty and risk around planning and Listed Building requirements.</p> <p>The site was recently purchased by a local developer and a planning application for a mix of uses is currently being processed by the Council.</p>
<p>(3) To ensure that businesses have cost effective access to Next Generation Broadband, a good road network and other key infrastructure</p> <p></p>	<p>Rollout of NGA to broadband in South of Scotland</p> <p></p>		<p>Superfast Broadband (SFB) Programme being rolled out in a phased way across the South of Scotland. Approximately 93% of premises will have access to Superfast Broadband infrastructure in the Scottish Borders by the end of 2017. The Council is investing £8.4m in capital to help maximise the coverage. The first live superfast cabinet was launched in Melrose in August 2014.</p> <p>There remains a need to ensure that solutions are identified to ensure enhanced broadband access is provided to those premises in the most rural and remote areas not covered by the Superfast Programme.</p>
	<p>Improvement of key roads infrastructure</p>		<p>The Council has developed a Roads Asset Management Plan to forward plan for its roads infrastructure. The RAMP links to the Council's Capital Programme and was approved in April 2014. Detailed project business cases are being developed to input to the 10 Year Capital Plan.</p>
	<p>Lobby for improvements of mobile coverage</p>		<p>SBC has been active in advocating for increased mobile phone coverage, particularly in 'not spots', in its area. The Council has been working closely with South of Scotland Alliance on this matter. It is actively engaged with both the Scottish and UK Governments around the issues arising from the implementation of the UK Government's Mobile Phone Implementation Project. Continuing lobbying is required.</p>
	<p>Reston station</p> <p></p>		<p>A Business Case has been completed with Transport Scotland and East Lothian Council. A bid has now been submitted to the Scottish Government's Stations Fund, with SBC allocating £1.28m towards this (which accounts for 40% of the project costs).</p>
<p>(4) To sustain or grow activity in key local sectors including textiles, tourism, food & drink, renewables and creative</p> <p></p>	<p>Promote and market cycling</p> <p></p>		<p>7stanes Business Plan is complete, with new income identified (from car parking, sponsorship and photography) to help ensure sustainability. Potential relocation of office base to Glentress to reduce overheads being considered.</p> <p>'Cycle Scottish Borders' website and social media being regularly updated to promote cycling events.</p>
	<p>Develop Textile Enterprise Initiative</p>		<p>No progress.</p>

Appendix 2

Objectives	Key Actions	Status	Progress/issues
	Creative Sector Support programme £		SBC continued support for the Creative sector through the continuation of the 'Creative Arts Business Network' (CABN) project in 2014, and through additional support from Business Gateway. Financial support for creative businesses continues to be available from the Scottish Borders Business Fund.
(5) To maximise recreational, retail and cultural opportunities	Events Support programme £		In 2013/14 the Council supported 9 national and 3 international events, with a total economic impact of £8.7 million. Additional event development and digital marketing support has been delivered via LEADER, supporting training and skills development and a new online resource. The SBC Safety Advisory Group is continuing to meet and seeing increasing numbers of local events approaching the group for event planning advice and support.
	Homecoming 2014 £		3 Homecoming 2014 'signature events' have been supported by EventScotland and the Council (Tweedlove, Return to the Ridings and Melrose 7s). Event attendance numbers expected to be 83,000 additional visitors, with 8,400 bednights for Return to Ridings. The Council is also assisted with the promotion of 'partner events', including Borders Book Festival. New statue in Hawick in commemoration of the Battle of Hornshole http://returntotheridings.co.uk/
	Tourism marketing, promotion, information £		Scottish Tourism Economic Assessment Model (STEAM) 2013 data shows economic impact of visitors to Scottish Borders was £85.2 million. This is up 2% from same period in 2012. Approximately 912,000 visitors came to Scottish Borders in this period. New VisitScotland marketing campaign funded by ERDF in August 2013 targeted 'young domestic explorers'. 21,000 people visited the campaign webpages. 2014 campaigns are focused on 'warming' potential Borders Railway markets. New interactive visitor screens for two town centres (Galashiels and Kelso) have now been contracted. New Visitor Information Signage will shortly be installed in Hawick directing pedestrian visitors into the town centre and to Wilton Lodge Park and the leisure centre. This has been funded from Sainsbury's development contribution budget. New Visitor Information Signage has also been installed in Melrose.
	Textile Tourism trail £		Textile Trail complete, with 25,000 leaflets distributed. SurveyMonkey has been used to collate data from visitor attractions on the trail, which estimates additional 200 customers to date.

Appendix 2

Objectives	Key Actions	Status	Progress/issues
	<p>Borders Railway marketing with links to Abbotsford</p> <p></p> <p>(tbc through budget process)</p>	<p></p>	<p>A joint Borders Railway marketing plan has been agreed with VisitScotland, Midlothian Council and City of Edinburgh Council, for launch in 2015. This will include a focus on Scott and Abbotsford in the campaign messages.</p> <p>The Borders Railway Opening Celebrations Committee (BROCC) has met 3 times to plan the Borders Railway opening event, chaired by Transport Scotland, and meetings are now taking place on a monthly basis. The event is planned to attract national and international media and to showcase the region.</p> <p>A new Walter Scott Trail has been developed in similar format to Textile Trail, promoting visitor attractions with an association with Scot on a trail leaflet, along with map of region.</p>
<p>(6) To attract new businesses to the Scottish Borders</p>	<p>Inward Investment Programme- build on Our Scottish Borders” and best more of your life</p>	<p></p>	<p>The Our Scottish Borders website has been updated, and plans are in place to increase inward investment marketing and site signage in 2014/15 to align with the opening of the Borders Railway.</p> <p>A new ‘Prospectus’ to promote the Borders Railway corridor is being developed with support from the Improvement Service, working with Midlothian and City of Edinburgh Councils.</p>

Appendix 2

Strategic Aim B: Building on our Assets - **PERFORMANCE MEASURES**

Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	CP01-P14 Town Centres Retail Vacancy Rate	SBC	What % of retail units in Borders key town centres are vacant?		Twice yearly	Across the Borders, the retail unit vacancy rate has been stable at 10-11% since the onset of the economic downturn.
	Town Centre Footfall	SBC	What is the average weekly footfall within key Borders town centres?		Annual	Footfall has declined in our towns since 2011, in line with national trends

Strategic Aim B: Building on our Assets- **ACTION PLAN UPDATE**

Objectives	Key Actions	Status	Progress/issues
(1) To maximise the economic development potential of the Borders Railway	Economic Opportunities Plan 		An Action Plan is in place and significant activity has been taking place to deliver: <ul style="list-style-type: none"> • Great Tapestry of Scotland - potential location/building design • Central Borders Business Park – vision and design potential • Planning for the opening celebrations • Tourism Marketing • Inward Investment ‘prospectus’ • Signage and directional information • Input to a potential Community Rail Partnership <p>The First Minister recently announced the formal opening date for the Borders Railway as 6 September 2015.</p>
	Deliver Transport Interchange and Gala Inner- Relief Road 		Linked to maximising Borders Railway benefits, construction of the Galashiels Transport Interchange started in May 2014, with project completion due in May 2015. Marketing will commence off-plan once construction is progressed. 428 m ² of high quality SME office space will be created. Galashiels Inner-relief road linked infrastructure is near completion, with new civic space created to support town centre events and increase footfall. A Galashiels Town Centre Coordinator post is being created to support town centre regeneration opportunities.

Appendix 2

Objectives	Key Actions	Status	Progress/issues
(2) To develop FE/HE links with business are developed at the Scottish Borders Campus	Relationship building with HWU (locally and Riccarton)		Further meeting to be held with Professor of Enterprise Policy and Cllr Bell to explore additional links with Heriot Watt University. Opportunities around the campus and the potential of the new student accommodation flagged as part of the Railway Economic Opportunities work. Council linking with Heriot Watt to discuss potential for additional student work placements.
(3) To support vibrant town centres by reducing vacancy rates and increasing footfall from tourism and leisure visitors	Deliver Selkirk CARS project 		Contact has been made with the owners/ agents of all the priority buildings and there have been 27 enquiries, 3 grant applications and 2 grant offers made to date. A range of technical seminars, exhibitions and workshops are ongoing. The Council has recently completed the purchase of the Cross Keys, a former empty pub adjacent to the Sir Walter Scott's Court House. The property will be used as a local regeneration hub in the short term, which will be run by the Selkirk Regeneration Company with assistance from Selkirk CARS. The former Cross Keys is part of a plan for a longer term regeneration project for Sir Walter Scott's Court House. This project aims to provide a refurbished visitor centre with a range of potential co-located services.
	Deliver Kelso Town Centre Business Hub 		The business hub is now complete and has been marketed through the Council's Estate services. One business has already agreed to lease 2 offices on the first floor. The business, which provides marketing and e-business services, aims to expand in its new premises and take on 2 additional FTE staff. The building also provides new transport facilities and touch screen visitor information. An official opening will be scheduled in October 2014.
	Review Town Centre Retail Policy 		Revised town centre policies have been included in the Proposed Local Development Plan. These aim to shift the balance between retailing and other town centre activity. Following an Examination In Public, adoption of the LDP is expected in summer 2015.
(4) To encourage integrated and multi-purpose land-use, including modern land and asset management practices	SG Land Use Pilot 		The Council is working with Tweed Forum to run a pilot Land Use Strategy project on behalf of Scottish Government. The Stage 1 mapping exercise has been completed and the Key Issues Report has been consulted on. A draft Land Use Framework is being prepared and is expected to be presented to Committee in November 2014.
	Deliver Innerleithen "Aim Up" Project		Identifying a deliverable funding package is the key next step. Council officers are providing support to the Group in relation to Lottery and EU funding sources. This was identified as one of the key strategic projects in the South of Scotland Alliance's Rural Regional Economic Development Programme that was submitted to Scottish Government in June 2014.

Appendix 2

Objectives	Key Actions	Status	Progress/issues
<p>(5) To provide a framework which allows communities to contribute to economic growth</p>	<p>Deliver 2007-2013 LEADER Programme</p> <p style="text-align: center;">£</p>		<p>The current LEADER Programme (2007-2013) closed for project activity at the end of July 2014 with final claims submitted by end of August 2014. 89% (£2.95 million) of committed funds (£3.3 million) has been claimed to date. 57 of the 71 projects allocated funds have now completed.</p>
	<p>Deliver Fisheries Local Action Group</p> <p style="text-align: center;">£</p>		<p>Fisheries Local Action Group (FLAG) 2007-2013 local development funding (European Fisheries Fund Axis 4) is fully committed, and projects are on schedule for meeting the final project completion deadline of 30 June 2015</p>
	<p>Develop NSB Development Framework</p> <p style="text-align: center;">£</p>		<p>Development Framework in place. Bid submitted to the Council's Capital Programme for village centre re-development. Revised options appraisal on school site complete.</p> <p>Linked to potential private sector redeveloped Auction Mart site.</p>
	<p>Develop Eyemouth Harbour Development Framework</p> <p style="text-align: center;">£</p>		<p>The Council has produced a Supplementary Planning Guidance (SPG) document for the Harbour Road area of Eyemouth. Following public consultation, the document was approved in April 2014. It helps to address one of the key issues identified in the 'Town Framework'.</p>
	<p>Deliver Whole Town Plans</p> <p style="text-align: center;">£</p>		<p>A short, accessible, 'Framework' rather than 'Plan' has been produced for Eyemouth with input from the community and CPP partners. The draft document was tested in Community Open Days in February and March 2014 and an updated version has been agreed. Helen Forsyth, BHA, has chaired the meetings for the key local stakeholders. The final draft document is being presented to the community at open days on the 26th/27th September.</p> <p>The Council and NHS Borders are working with Scottish Futures Trust to identify possible property related opportunities in Eyemouth, using the information collected earlier in the 'Town Framework' process. The focus of that work is on the former High School site, considering a range of potential future uses.</p>
	<p>Develop new LEADER programme (2014-2020)</p>		<p>Following a period of stakeholder and community consultation from May to July 2014, the Local Development Strategy for Scottish Borders LEADER and European Maritime Fisheries Funds 2014 – 2020 will be submitted to Scottish Government at the end of September 2015 with a focus on supporting 'Enterprising Communities'. The Government's decision on the allocation of LEADER funds for the new programme is expected by the end of the year, and on Fisheries Funds in Spring 2015.</p>

Appendix 2

Strategic Aim C: Develop the workforce of the future - **PERFORMANCE MEASURES**

Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	CP01-P10 Working age population (16 - 64) claiming Job Seeker's Allowance (JSA) AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged 16-64 yrs is claiming Job Seeker's Allowance because they are out of work?		Quarterly	Down significantly from this time last year and lower than the Scottish rate
	CP01-P11 Working age youth population (18 - 24) claiming Job Seeker's Allowance (JSA) AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged between 18-24 yrs is claiming Job Seeker's Allowance because they are out of work?		Quarterly	A target of 6% was set in SOA3. This has now been achieved but Scottish average is 4.7%
	CP01-P13 Working age population (16 - 64) with low or no qualifications AIM TO MINIMISE	CPP - Economy and Low Carbon Delivery Team	What % of people aged 16-64 in the Borders have low or no qualifications at SCQF level 4 or lower.?		Annually	Consistently ahead of Scotland but has increased slightly in last few years
	Positive Destinations	Skills Development Scotland	What percentage of school leavers in the Borders went into and sustained a positive destination?	-	Annually	Scottish Borders is at 92% for leavers sustaining their destination, against a Scottish figure of 90%.

Strategic Aim C: Develop the workforce of the future - **ACTION PLAN UPDATE**

Objectives	Key Actions	Status	Progress/issues
(1) To bring more young people and other job seekers into employment	Develop Employability Support Pipeline 		The 'Opportunities For All' group has refreshed and updated the Youth Employment Action Plan in order to capture changes in service provision and activity. The latest version has been discussed by the Employability Providers Forum. July 2014 JobSeekers figures show a 21.7% reduction in the 18-24 unemployment rate since July 2013.
	Deliver "YES" local employment recruitment incentive 		The Youth Employment Scotland grant scheme, which was launched in October 2013, aimed to support 80 job placements to encourage local businesses to create new jobs for unemployed young people. The Scottish Government has confirmed an extension of the Scheme with a further 50 placements December 2014, providing a total of 130 new jobs. As of end of August 2014, 120 job offers/ commitments have been made. The Scheme has received positive feedback for those benefiting from the initial uptake of

Appendix 2

Objectives	Key Actions	Status	Progress/issues
			grant funding/ employment. The Scheme has a high retention rate (80%) of young people staying on in employment. From the 20 young people, who have recently finished their 26 week placement, 16 have continued employment with either a permanent post or extended contract.
	Develop a Local Skills Plan		Skills Development Scotland has been working on Regional Skills Assessments to identify gaps and opportunities linked to College Outcome Agreements. This work is almost complete and will provide a valuable resource for the Learning & Skills Partnership and local partners. The Regional Skills Assessment will form the basis of the work to refresh our Local Skills Plan.
	Prepare school leavers for world of work		<p>All schools are using the SDS website – ‘My World of Work’. This includes a partner zone on the site for teachers to use as a careers related resource.</p> <p>Some Borders schools have taken up places on the ‘Academy’ model that has been developed in East & Mid Lothian, linked to Queen Margaret University. This encourages young people to consider careers in a range of sectors including engineering, hospitality and care.</p> <p>SDS and the Council are currently organising events linked to ‘Learning Through Work Week’ which is due to be held in November. This will encourage schools to focus on vocational education and highlight opportunities linked to Modern Apprenticeships.</p>
	Improve access to learning in Berwickshire		<p>Seton Care and Anglo-Scottish Fisherman’s Association have used EMFF Axis 4 FLAG, Coastal Communities Fund and the People and Communities Fund, to support a range of locally delivered training courses in Eyemouth. These support the fisheries sector and diversification into other marine related activities.</p> <p>The Eyemouth Town Framework process has highlighted the opportunity to create a Centre of Excellence for Marine Economy in Eyemouth. This would include the potential for more learning and training activities (Fisheries, Boat Building, Marine Engineering). Further work is required by partners to consider how this can be delivered.</p> <p>Employability skills provision across the Scottish Borders is factored in as part of the co-commissioning process for the SDS Employability Fund each year.</p>
	Scottish Borders Young Person’s Guarantee		The Council is working with partners to develop the Borders Young Person’s Guarantee (paper to Strategic Board, 11 Sep 2014). This aims to ensure 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. A CPP short life working group is being established to take this initiative forward.

Appendix 2

Objectives	Key Actions	Status	Progress/issues
			<p>The Council has also introduced a new Work Opportunities Scheme in relation to the work experience and apprenticeship opportunities that it can offer young people and other disadvantaged client groups. Other CPP partners, including NHS Borders, are also providing additional opportunities for young people.</p>
<p>(2) To support employers to address skills deficiencies in response to current and future need</p>	<p>Employer engagement for workforce development training needs</p>		<p>SDS, DWP, SBC and Borders College have been working together to simplify the 'employer offer' and to promote it more effectively. This aims to make it easier for local businesses to gain support for training and skills development by providing a single point of contact for all businesses.</p>

Appendix 2

Strategic Aim D: Providing leadership - PERFORMANCE MEASURES

Status	Indicator	Lead	Description	Long Term Trend	Reporting Frequency	Commentary
	CP01-P02 Gross Value Added (NUTS3 Regions Per worker)- % of Scottish GVA per worker AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	A £value for the amount of goods and services that have been produced/provided in an area		Annually	Still below Scottish average and not experiencing as much growth as Scotland
	CP01-P03 Gross Weekly Earnings: Residents Earnings AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of the Scottish average do residents of the Borders earn? (residents may work out with the area e.g. Edinburgh)		Annually	Now equal to Scottish average
	CP01-P04 Gross Weekly Earnings: Workplace earnings AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What % of the Scottish average do people working in the Borders earn? (people may live out with the area but work in Borders)		Annually	Now 89% of Scottish average-“health warning” on sample used- surprising increase from previous year, given economic conditions/local knowledge
	CP01-P05 Working age population (16 - 64) employment rate AIM TO MAXIMISE	CPP - Economy and Low Carbon Delivery Team	What percentage of people aged 16-64 is in employment?		Quarterly	Higher than Scotland and increasing

Strategic Aim D: Providing leadership - ACTION PLAN UPDATE

Objectives	Key Actions	Status	Progress/issues
(1) To encourage and support the transition to a low carbon economy	Develop a Low Carbon Economic Strategy 		Completed. Approved by Strategic Board in October 2013.
	Energy efficiency skills programme for business		Business Gateway is working closely with Resource Efficient Scotland (RES) to offer advice and support to business on a range of issues including energy efficiency. This can include energy auditing and 121 support for staff on energy efficiency actions. Business Gateway continue to promote resource efficiency and can offer referrals to RES when appropriate. Business Gateway is currently in discussion with RES to assess potential for extending this service.

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Objectives	Key Actions	Status	Progress/issues
	Renewables demonstration projects (farm focus)		<p>Business Gateway continues to work with businesses to increase uptake of renewable technologies, both in terms of installation within business premises, but also to support diversification into energy services delivery. Positive work is developing at the farm scale in biomass projects from premises heating and grain drying, to the development of rural district heating for large farms/estates and associated properties.</p> <p>A renewable energy exhibition is being held with Business Gateway and a number of partners on 30th September at Springwood Hall, Kelso. This will offer advice to local businesses on the range of technologies available, with the aim of encouraging increase in uptake.</p>
<p>(2) To provide political leadership and promote the case for the Scottish Borders at Scottish, UK and EU levels</p>	<p>Support for Scottish Borders Business Forum</p> <p></p>		<p>Scottish Borders Business Forum (SBBF) has organised three events to date, discussing Broadband connectivity, roads investment and housing construction. A re-launch is planned for October 2014 following the Referendum, with a new website and programme of events.</p>
	<p>NUTS3 Lobbying</p> <p></p>		<p>The joint response submitted to the UK Government's 'Regional Aid – Assisted Area' consultation to make the case for parts of the South of Scotland to be included as an 'Assisted Area' has been successful, with the majority of the core area being included on the 2014-2020 map. This will provide access to 'Regional Selective Assistance' aid to growing businesses and businesses relocating in the Scottish Borders.</p>
	<p>Representation of Scottish Borders in Scotland and Europe</p> <p></p>		<p>Officers and Members have been involved in national discussions and stakeholder groups for development of new EU Programmes – Structural Funds, Common Agricultural Policy and Scotland's Rural Development Programme, LEADER, European Maritime and Fisheries Fund.</p>
<p>(3) To co-ordinate and collaborate across activities and budgets</p>	<p>Development of match funding of EU projects</p>		<p>The South of Scotland Alliance presented its Rural Economic Development Programme for the South of Scotland to Mr John Swinney MSP in June 2014. The Programme focuses on a small number of key strategic economic development interventions.</p> <p>The Scottish Government has recently confirmed that it will provide the co-finance for the new European Maritime and Fisheries Fund Programme. Under the previous programme the Council was required to provide the co-finance, thus impacting on its ability to provide match funding for projects.</p> <p>Match funding is still required to enable investment in 2014-2020 'European Social Fund' programme for the Scottish Borders. There will also be a variety of other EU project opportunities that will require match funding.</p>

Appendix 2

Objectives	Key Actions	Status	Progress/issues
	Communication to a range of stakeholders		Federation of Small Businesses and Scottish Borders Chamber of Commerce are represented on Council's Economic Development Group. Economic Development Update circulated to FSB and SBCC members. Economic Development bulletin produced Monthly and circulated widely to businesses and other key stakeholders. Twitter feed 'Our Scottish Borders' updated regularly.
(4) To ensure that spending by community planning partners has a positive impact on the economy	Public Sector procurement reform 		Baseline - 38% SBC spending via local suppliers. New SBC Procurement Policy is in place, including Community Benefit Clauses. SBC is currently recruiting to a Community Benefits Co-ordinator post (closing date 4 th Sep). It is hoped that partners will work with SBC to adopt similar approaches and work towards a possible joint approach to procurement.

SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP COMMUNITY ENGAGEMENT FRAMEWORK

Report by Chief Executive, Scottish Borders Council

CPP Strategic Board

11 September 2014

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes the Community Planning Partnership Community Engagement Framework and supporting documents for formal adoption by Scottish Borders Community Planning Partnership.**
- 1.2 The 2013 Audit of Community Planning in the Scottish Borders identified five distinct areas for improvement. These were:
- Strategic direction and leadership
 - Governance and accountability
 - Performance management
 - Use of resources
 - Community engagement
- Within the community engagement area the need to effectively co-ordinate community consultation was identified as a key area for development.
- 1.3 A Community Engagement Framework, and supporting documents, have been developed to support the Community Planning Partnership in a consistent approach to both general engagement and consultation activity.

2 RECOMMENDATIONS

- 2.1 **I recommend that the CPP Strategic Board Team agrees the Community Engagement Framework and associated documents for formal adoption.**

3 BACKGROUND

- 3.1 The 2013 Audit of Community Planning in the Scottish Borders identified five distinct areas for improvement including community engagement, where the need to effectively co-ordinate community consultation was identified as a key area for development.
- 3.2 The Executive Sponsors assigned to the Working Group have overseen the development of a Community Planning Partnership Community Engagement Framework, and supporting documents, to guide a consistent approach to engaging communities.
- 3.3 The Executive Sponsors assigned were:
- Morag Walker (Third Sector)
 - John Mallin (Fire & Rescue Service)
 - Andy Clark (Police Scotland)
 - Julia Mulloy (SBHA)
- 3.4 At its meeting on 18 June 2014 the Joint Delivery Team approved the Community Engagement Framework and associated documents for consultation with representative bodies prior to presentation to the Strategic Board for formal adoption.

4 DEVELOPMENT OF A JOINT COMMUNITY ENGAGEMENT FRAMEWORK

- 4.1 In order to develop a partnership approach to community engagement activity the need to establish a clear set of principles to which all partners could agree was identified.
- 4.2 The principles were developed from existing Partner community engagement policies/strategies. Common elements and good practice were drawn out whilst taking cognisance of specific requirements, such as statutory duty, that one or more Partners may have.
- 4.3 Community engagement covers a number of levels of interaction; for the purpose of this work these have been defined as:
- Involvement
 - Participation
 - Consultation
 - Information
- 4.4 To capture the areas specifically identified for improvement by the Audit Commission, and support Partners in the range of engagement work undertaken, the Engagement Framework has been developed to include a section specifically on consultation.

5 THE COMMUNITY ENGAGEMENT FRAMEWORK

- 5.1 The proposed Framework has been developed as three documents in order to support a wide variety of community engagement activity whilst enabling effective and meaningful engagement, to this end the framework is presented as:
- Community Planning Partnership Community Engagement Framework
 - Preparing to Undertake Community Engagement
 - A Guide to Consultation
- The three can be used independently or together to support all levels of engagement activity.

- 5.2 The documents include:
- Key Principles for Engagement
 - Plans for both general engagement and consultation activity
 - Tools that are available to aid engagement activity
 - A consultation flowchart
 - A selection of community engagement methods
 - Guidance on assessing the possible impact on equalities groups
 - Contacts that support engagement with defined equalities groups
- 5.3 It is recognised that the requirement to carryout Equality Impact Assessments when developing/reviewing policy and/or services, under the Equality Act 2010, lies with the Public Sector rather than all Community Planning Partners. It is, however, good practice for all organisations to consider the needs of specific communities when planning engagement activity. This is reflected in the Framework documents.
- 5.4 The Framework makes specific reference to the Visioning Outcomes in Community Engagement (VOiCE) tool. This has been developed by the Scottish Community Development Centre and is designed to assist individuals and organisations to plan and deliver effective community engagement.

The VOiCE system is web based, accessible to all Partners and is free to use.

6 IMPLEMENTATION

- 6.1 There are three main tasks associated with the implementation of the Community Engagement Framework:
1. Develop a shared mechanism for sharing community engagement activity.
 2. Establish a community engagement practitioners group.
 3. Design and develop community engagement training to be delivered in partnership.

7 IMPLICATIONS

7.1 Financial

There are no costs attached to any of the recommendations contained in this report, but it would be expected that savings will be made through joined up working and effective collaboration.

7.2 Risk and Mitigations

- (a) The lack of progress to develop a joined up community planning approach to community engagement in the Scottish Borders would be identified by the Accounts Commission in their follow up review.

7.3 Equalities

- (a) An Equalities Impact Assessment has been carried out on the Framework and no negative impacts have been identified. The Framework promotes the inclusion of all members of the community in community engagement activity.

7.4 Acting Sustainably

- (a) The Framework would serve to support local action, participation and involvement in decision making processes.

7.5 **Carbon Management**

- (a) No effects on carbon emissions arising from this report have been identified.

7.6 **Rural Proofing**

- (a) The rurality of the Scottish Borders, and thus someone's opportunity to participate, should be addressed in the planning stage of all community engagement activity.

Approved by

Chief Executive, Scottish Borders Council

Signature

Author

Name	Designation and Contact Number
Clare Malster	Strategic Community Engagement Officer, SBC 01835 826626

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

Contact us at Clare Malster, Council Headquarters, Newtown St Boswells, Melrose TD6 0SA. 01835 826626 cmalster@scotborders.gov.uk

Community Engagement Framework 2014 - 2017

Scottish Borders Community Planning Partnership

August 2014

Partner logos (poss on front cover)

Forward from Strategic Board/Joint Delivery Team Chairs

Introduction

Under the terms of the Local Government in Scotland Act 2003, Public Sector organisations are required to engage with community bodies as part of the Community Planning process. In this context, the Act states that the main aim of community engagement should be to improve the planning and delivery of services by making them more responsive to the needs and aspirations of communities. Under the Act community engagement must involve consultation, co-operation and participation.

Effective community engagement is central to delivering services to suit those living and working in the Scottish Borders.

Scottish Borders Community Planning Partners are committed to improving the way in which we work together to ensure that we deliver the best service we can in the most effective way we can to suit the needs of the community we serve

An agreed framework will help us to deliver our engagement activities in a consistent, cost effective and transparent manner which will set out the minimum standards that our customers can expect to see. Where possible we will deliver these activities in partnership.

In the development of these principles current community engagement policies/strategies adopted by each partner have been studied and common elements, as well as those that are good practice, have been drawn out.

Each organisation has statutory obligations which may govern how it engages with the community. There is flexibility with the Framework to accommodate this.

Members of Scottish Borders Community Planning Partnership are:

- Berwickshire Housing Association
- Borders College
- Eildon Housing Association
- NHS Borders
- Police Scotland
- Scottish Borders Council
- Scottish Borders Housing Association
- Scottish Fire & Rescue Service
- SESTRAN
- Skills Development Scotland
- South of Scotland Scottish Enterprise
- Third Sector, represented by the Third Sector Interface
- Waverley Housing

By working together where possible appropriate resources can be maximised and the possibility of consultation fatigue reduced.

Aims and Objectives of the Framework

- To strengthen partnership working
- To reduce duplication in engagement activity and increase capacity
- To create better understanding of engagement practices through a consistent approach

Co-ordination

In order to support this Framework, and joined up community engagement work, Scottish Borders Community Planning Partnership will:

- Share information about planned activities.
- Inform the Partnership's Joint Delivery Team and relevant Programme Group(s) of consultations being undertaken, reporting back as and when required.
- Promote Partner consultations and other engagement activity through organisation specific mechanisms including websites where possible
- Scottish Borders Council will provide support, where required and appropriate, to Partnership engagement work.

What is Community Engagement?

Although there are many definitions for community engagement, real community engagement is a communication process between organisations and the community.

There are many terms that are used when describing community engagement, including consultation and involvement. However, each term refers to a variety of different methods. The method used will depend on the aim of the exercise. We should try to make sure that we use the right method for the activity we are carrying out.

Involvement – working with individuals and communities to develop options and make the decisions

Participation – engaging with individuals and communities in decisions that affect their lives

Consultation – presenting information for comment

Information – telling individuals and communities what we are going to do and why

Community engagement at all levels can be empowering when undertaken well.

It is important that in all communication Community Planning Partners should make it clear what the level of engagement is and what this means for the community.

Why should we engage?

Scottish Borders Community Planning Partnership believes that through working with our communities we can deliver the services that meet local needs.

Effective community engagement provides a range of benefits to both Partner organisations and the community. It can:

- Empower people to plan and influence the future of their own community producing a greater sense of community spirit and pride.
- Help keep the community informed.
- Provide ways of measuring how satisfied the community is with Partner organisations and the services they deliver.
- Encourage people to get involved; if people can see that their views do make a difference they are more likely to become involved.
- Build a better relationship between the community and Partner organisations.
- Assist Partner organisations to identify what needs to be improved.

Scottish Borders Community Planning Partnership's Key Principles of Community Engagement

The principles set out below have been developed by Scottish Borders Community Planning Partnership to ensure a consistent standard for community engagement activity.

Clarity of Purpose

The reason for any engagement activity should be clearly identified in any documentation and communication.

Influence

State what is up for proposed change and how much influence consultees have on the outcome. Do not consult for the sake of it. If the decision has already been made, say so. It is important that consultations are genuine, it is perfectly acceptable to say when something is being provided for information only, not doing so can cause bad feeling between the organisation and consultees creating a lack of trust and dissatisfaction which may result in people being less likely to participate in future consultations.

Resources

Both human and financial resources are required to undertake community engagement whether it be for staff to attend a meeting or the provision of catering. All known costs should be identified, and provision made for unexpected costs, when planning any engagement activity.

Training

Training should be provided to enable staff understand the importance and benefits of community engagement and how it can support them in their work.

Partner organisations provide community groups, such as tenants' organisations with training required that will help them participate in our decision making processes.

Accessibility

Partners will ensure that:

- The date, time and location of events are publicised and any relevant information is easily accessed by those who wish to attend.
- Events are held in accessible venues and locations.
- Material is available in a range of formats although in order to be cost effective some of this may only be produced on request.
- Information should be in Plain English. Where this is not possible we will provide a glossary of terms used.
- A suitable variety of engagement methods will be used.

It is important that all engagement activity undertaken by Partners, both in partnership and as individual organisations, is fully accessible to all those who wish to be involved. Accessibility will be considered during the pre-engagement stage and plans put in place to support specific requests should they arise. Barriers to engagement should be identified and removed where possible, for example providing

a crèche to support the involvement of those with childcare responsibilities or holding events at times and places that are accessible to those you wish to engage with. It should be accepted that Partners cannot anticipate all individual needs as standard and that members of the public will need to be proactive and inform the organisation if they have specific requirements e.g. suitable arrangements to support those with a hearing impairment who wish to attend a public meeting.

Allow time

Make sure that enough time is given to planning and undertaking engagement activity. If a decision or piece of work has to be delivered by a certain date work backwards to establish when the consultation should be started in order to give people time to respond and the results to be collated.

Communication

Most engagement activity is a two way process so the communication channels should be well supported, clear and easy to use for all concerned. How any engagement activity is publicised will have an effect on the number of people becoming involved.

If we want to speak with people face to face it is imperative to be in the right place at the right time.

No engagement activity should be a mystery. It should be clearly stated,

- How members of the public can get involved in a specific activity whether it be an information day or formal consultation.
- What, if anything, is expected of them.
- Any time constraints.
- Where/who to contact for further information (include website, e-mail, telephone number and postal address if possible). A contact name is not always necessary as long as the member of staff dealing with an enquiry has all the relevant information and can respond appropriately.
- What the parameters are; if the community is being consulted it should be clear what they are being consulted on, what can be changed and what is non negotiable.

Feedback should always be issued in a timely manner.

Co-ordination

Engagement activity across the Partnership should be co-ordinated with others, and where possible joined up, to maximise resources and minimise consultation fatigue.

Review

There are always lessons to be learnt from any engagement activity. Time should be spent to review, document and share these.

Equalities

Equality and diversity is an integral part of community planning and is recognised as a cross cutting theme across all areas of work.

An important part of the way we engage is to recognise diversity within the Scottish Borders and make a conscious effort to engage with hard to reach groups. A hard to reach group is a group of people who share common characteristics which may make it more difficult to engage with. Some of the characteristics could be language barriers, cultural barriers or even a small and dispersed population which make a group hard to engage with.

Hard to reach groups are often not hard to reach in physical terms, we know of them and how to make contact, but not necessarily how to engage. They are in fact, hard to engage groups rather than the commonly termed hard to reach.

We know these groups exist and there are individuals and organisations that work successfully with them. The challenge for Community Planning Partners is to build connections with hard to reach groups and increase engagement opportunities.

We should pay particular heed to the eight protected characteristics in all our work:

- Age
- Disability
- Gender
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation

Data Protection

Many engagement activities result in the collection of personal information e.g. names and addresses. Organisations that handle personal information about individuals have legal obligations under the Data Protection Act 1998 to protect that information. There are eight data protection principles that all Partners, including those that are exempt from the Act, should follow:

1. Personal information must be fairly and lawfully processed.
2. Personal information must be processed for limited purposes.
3. Personal information must be adequate, relevant and not excessive.
4. Personal information must be accurate and up to date.
5. Personal information must not be kept for longer than is necessary.
6. Personal information must be processed in line with the data subjects' rights.
7. Personal information must be secure.
8. Personal information must not be transferred to other countries without adequate protection.

Personal information that is obtained by one Partner during an engagement activity cannot be shared with other Partners without the individual's permission. The individual must be made aware if it is intended to share information with Partners.

United Nations Convention of the Rights of the Child

In 1989, governments worldwide promised all children the same rights by adopting the United Nations Convention on the Rights of the Child. These rights are based on what a child needs to survive, grow, participate and fulfil their potential. They apply equally to every child, regardless of who they are, or where they are from.

Children and Young People may experience services differently from other members of the community, including their parents/carers. The Convention on the Rights of the Child states that all children have the right to have a say in decisions that affect their lives (article 12). It also says that decisions should be made in the best interest of the child (article 3). Positive experiences of community engagement will encourage children and young people to be active citizens and effective contributors.

Community Empowerment Bill

The draft Community Empowerment Bill proposes to empower communities by giving them the lead in starting discussions with the public sector about things that matter to them. If approved, this will give community bodies the right to request to take part in a process to improve outcomes of public service delivery.

Scottish Borders Community Planning Partnership is cognisant of the proposals and will seek to establish common processes, where possible, to meet the requirements of the Bill.

Glossary of Terms

Community	Everyone who lives and/or works in the Scottish Borders
Community Engagement	A communication process between organisations and the community
Community Planning	A process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.
Equality and Diversity	Term used to mean that individual as well as group differences will be recognised

The Scottish Borders Community Engagement Framework is supported by the following Partnership guidance documents:

Preparing to Undertake Community Engagement
A Guide to Consultation

Community Engagement Framework 2014 - 2017

A Guide to Consultation

Scottish Borders Community Planning Partnership

August 2014

Introduction

Consultation is just one method of engagement but a very valuable and worthwhile one which is covered in more detail here.

It is important that all consultations are as visible as possible and making them accessible through a variety of organisations can help to increase the number of responses.

Consultations should only be undertaken when there are opportunities for the community to influence the subject outcome e.g. shape policy/service development or change.

Definition

The Scottish Government has adopted the following definition of consultation:

“Consultation is a time limited exercise when we provide specific opportunities for all those who wish to express their opinions on a proposed area of our work (such as identifying issues, developing or changing policies, testing proposals or evaluation provision) to do so in ways which will inform and enhance that work.”

Scottish Borders Community Planning Partnership’s Key Principles for Community Engagement

The agreed Key Principles should be used when undertaking all forms of community engagement including consultation. These are:

- Clarity of purpose
- Influence
- Resources
- Training
- Accessibility
- Allow time
- Communication
- Co-ordination
- Review
- Equalities
- Data protection

More information about the Key Principles is available in Scottish Borders Community Planning Partnership’s Community Engagement Framework.

The Consultation Plan

As with the Engagement Plan there are several common steps but they should not be ignored. Careful planning will help to clearly identify the purpose of the consultation and the methods you will use. It may be useful to refer to VOICE throughout the consultation.

The following list of key areas to consider prior to any consultation has been developed based on best practice used in the Scottish Borders and other Community Planning Partnership areas. Every consultation will vary depending on the subject you are consulting on and who you are consulting with.

Pre-consultation

Why do you want to consult?

Is consultation appropriate? If not, do not continue with the process. If the decision has already been made identify how the message will be communicated. If stakeholders are to be part of a service/policy development this is likely to be **involvement** rather than just **consultation**.

What do you want to know?

Identify what it is you want and need to know and make sure that any questions asked relate directly to this. Remind yourself of this throughout the process to help keep focussed.

Who are the stakeholders? Who is the consultation aimed at?

Some consultations are aimed at specific groups or service users e.g. patients while others are open to anyone to respond to.

What outputs and outcomes do you wish to achieve?

You should clearly state at the start of the process what the outputs and/or outcomes are that you want to achieve. Check throughout the process that you are on track and change what you are doing if required.

Are there any barriers and how can they be overcome?

For example, there may be physical, financial or cultural barriers that need to be addressed in order to make the consultation accessible. Any resources required to overcome these barriers should be identified and put in place.

What resources are available?

Identify the costs (financial and staffing) of the consultation and secure the resources before starting.

What consultation methods will be used?

The consultation methods will vary depending on what is being consulted on and who with. A variety of methods may be required using different ones for different groups. Examples of different engagement methods are available further on in this guide.

Post consultation

Was the consultation successful?

To what degree has the engagement addressed the identified needs and to what degree has the engagement achieved the outcome that was sought in relation to those needs? Is there a consensus among the responses or do different stakeholders have different views that should be recorded?

Who was engaged?

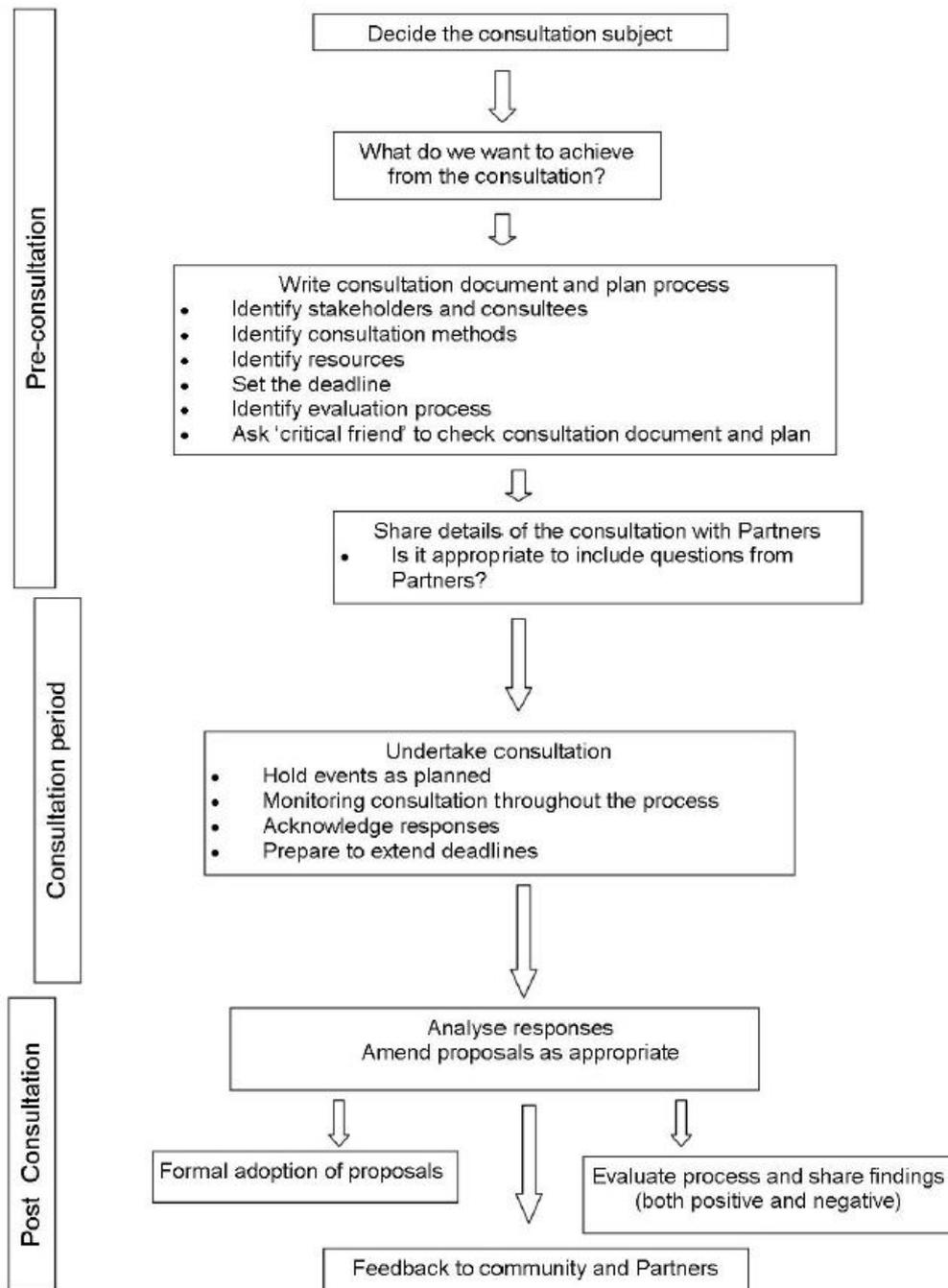
Did the consultation reach those in the community that had been identified?

What has been learned?

Record and share both positive and negative learning from the activity.

Consultation Flowchart

The following flow chart sets out the main stages detailed in the consultation plan.



Equality Impact Assessments

What is an Equality Impact Assessment?

An Equality Impact Assessment (EIA) is a tool aimed at improving the quality of public services by ensuring that individuals and teams think carefully about the likely impact of their work on different communities or groups. It involves anticipating the consequences of policies and services on different communities and making sure that any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised.

An EIA consists of two main parts:

- (a) A **Rapid Impact Assessment** process (initial screening)
- (b) A **Full Impact assessment**, if the initial screening has identified a possible adverse/negative impact that cannot be eliminated / minimised.

The requirement to undertake EIAs lies with the Public Sector rather than all Community Planning Partners. However, it is good practice for all organisations to take cognisance of equalities issues while undertaking and service or policy review or development.

Why do Public Sector Organisations need to Impact Assess for Equalities?

We undertake Equality Impact Assessments because:

We need to

If we are to serve appropriately our diverse local community, and ensure our services are provided equitably and are genuinely accessible to all.

We have to

All public bodies must undertake impact assessments of their policies and functions, as set out in equalities legislation. Equality Impact Assessments are not optional.

We want to

Equality Impact Assessments actively support the practical delivery of policies and strategies, helping us meet the standards and contribute towards other inspection systems and partnership arrangements.

When should an Equality Impact Assessment be carried out?

An impact assessment should be carried out when:

- Developing a new policy, strategy, service or function
- Reviewing existing policies, strategies, services or functions

Community Engagement Methods

The table below gives a summary of just some of the ways in which we can work with the community. How each consultation is carried out will depend on its purpose and target group. Possible uses of the approaches listed are included as guidance.

Method	Description	Pros	Cons	Possible uses
Complaints/compliments system	System to make it easy for customers to raise concerns about services/service delivery.	Data can be used to identify trends.	Analysis can be time consuming. Can be mostly negative. Harder to engage unlikely to participate.	Identify improvement areas.
Customer feedback forms	System for customers to give feedback about a specific service they have received.	Easy to do. Helps in monitoring services.	Response rate can vary significantly. Need to ask the right questions.	Monitor specific services where customers can be easily identified.
Questionnaires and Surveys	Research into customer needs, views etc.	Produces very clear, useful information if done well.	May miss certain groups. Bad surveys give poor information. Can be expensive.	Useful to guide strategy development
Focus Groups	Small group discussions that give in-depth information and views on a specific topic.	Produces in-depth information/views and will allow any emerging issues to be explored in more depth. Can be used to focus on specific groups of people.	Discussion may be led by vocal group members – peer pressure. Lack of confidentiality may be an issue.	Proposed policy change that will affect specific group of users
Workshops	A discussion group used to gather and exchange information	A large amount of information can be shared	Can require a lot of planning. Staff time. Can be dominated by vocal minority	Can be used for subject specific or general information gathering

Public meetings	Open meeting called on a specific issue.	Allow for expression of views on particular topic.	Can be dominated by vocal minority.	Consultation of proposed service change that affects the general public
Interactive displays	Interactive displays offer people the opportunity to make comments and give feedback on information or options presented to them through the display. Best used in conjunction with other methods.	A useful technique for involving people who are not used to being consulted on their views, or who may be less confident about expressing their views using more traditional engagement methods.	A venue is required and supervision and review of the display may be necessary to ensure that it is not abused.	Graffiti walls can prove a good way of gathering the views of young people.
Use of the media	Press release or advertisement relating to a specific issue.	Wide circulation of information.	Information can be edited by media.	Pass on information
Graphic recording	A way of recording discussions at an event through use of symbols and pictures.	Accessible to those with literacy difficulties, learning difficulties or people for who English is not their first language.	Need the use of an individual or group who can effectively portray the discussions visually.	Consulting with Borders' Citizen's Panel.
People's Panel	List of people who respond to periodic surveys.	Can be quicker and cheaper than one-off surveys.	Panel self selecting – not representative	Gauge customer satisfaction/awareness. Used regularly for specific issues
Planning for real	Involves communities in developing ideas. Uses 3D model of area to which people attach ideas or comments.	Draws on local knowledge; can involve whole community; gives people an overview.	Takes time to develop.	Consultation on physical development of an area.
Interviews	One to one discussion.	Accurate information. Allows for individual expression of views.	Expensive, time consuming	Consult with vulnerable groups on proposed changes in service delivery.

Mystery shopper	Residents/customers acting 'undercover' to collect information.	Allows for user perception.	Does not usually involve real customers.	Monitor Council's customer service
Web based consultation	Surveys/individual questions on line.	Immediate results.	Self selecting – not representative..	Can gather a snap shot of opinion.
Events	Various.	Can produce wide range of views.	Can require large degree of preparation.	Local shows can be used to pass on information
Participatory appraisal	Local people conduct own survey and prepare analysis and plan.	Involves community throughout process. Builds community capacity and sense of pride.	May require large amount of training and support.	Can be used when working with a specific community/community issue.
Participatory budgeting	Community invited to make decisions on priorities, services and budgets in the local area.	Involves communities in service planning and delivery of local services.	Staff time, venue and awareness raising/promotion are required	Can be used alongside many services
Open house event	Uses a local venue as a drop in centre, allowing people to gather information and share their views.	People are able to attend whenever, and for as long as, they wish making involvement more accessible to a wider cross section of the community. Good way of making initial contact with communities.	Requires good planning.	Any consultation where you want to hear a wide range of views on a certain issue.
Conferences/seminars	Conferences bring together local people to receive information and give feedback on issues of shared interest.	Can be the first step in developing more in-depth community involvement.	Depth of community engagement achieved can be limited. Difficult to plan numbers	Most service areas where the main objective is information giving.

Consultation documents	Used to provide information to community and invite comments on proposals	Can provide detailed information. Can reach a wide and varied audience.	Can be costly to produce documents. Information should be accessible to all. Can have poor response rate. Analysis of responses can be resource intensive	Can be used to support majority of consultations
Social media	Used to share information/raise awareness	Instant. Can reach a wide and varied audience.	Needs to be carefully monitored	Pass on information
Road Shows	Out and about in the community with the possible use of current resources	Can reach a wide and varied audience including hard to reach groups. Engaging people on their own territory.	Can be resource intensive	Can be used to for a variety of purposes.
Pop Up Shops	Makes temporary use of vacant shops	Engaging people on neutral territory within their own community.	Can be resource intensive	Can be used to for a variety of purposes.

Contacting community groups

It is important that we make a conscious effort to engage and consult with everyone in the Borders and that we are able to gain and understand the views of all communities.

It is important to identify and employ engagement methods that are best suited to the groups you wish to engage with whilst being aware that someone may associate with more than one group. Methods best suited to engaging with young people may not be the most appropriate way to engage with other members of the community. Carrying out an Equality Impact Assessment prior to engagement will assist in identifying the groups you need to engage with.

Due to the rural nature of the Scottish Borders thought should always be given as to how people facing rural barriers will be engaged with, these barriers may be physical isolation, lack of public transport etc. Much of our engagement work will need to address this to ensure that all members of the community are included in our work.

The organisations listed below can provide advice and help to consult with a wide range of people. They can advise you on the best way to consult and present your information.

This list is not exhaustive and the groups listed should not be used as the only way to engage with these communities.

Older People	
Age Scotland Causewayside House 160 Causewayside Edinburgh EH9 1PR T: 0845 125 9732 www.ageuk.org.uk/scotland	Elder Voice The Hive Low Buckholmside Galashiels TD1 1RT E: info@eldervoice.org.uk T: 01896 668601
Pregnancy and Maternity	
Midwifery Sarah Horan	
Children and Young People	
Scottish Borders Early Years Team Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 0300 100 1800 E: EarlyYearsTeam@scotborders.gov.uk	Scottish Borders Youth Voice Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 01835 826815 E: youth@scotborders.gov.uk www.scotborders.gov.uk/youth www.facebook.com/sbyvoice www.twitter.com/sb_voice

<p>Penumbra Youth Project 47b Ladhope Vale Galashiels TD1 1BW T: 01896 751177 E: bordersyp@penumbra.org.uk www.penumbra.org.uk</p>	<p>Youth Borders Langlee Complex Marigold Drive Galashiels TD1 2LP T: 01896 755110 www.youthborders.org.uk</p>
<p>Parent Councils Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 0300 100 1800 E: Lisa.Anderson@scotborders.gov.uk</p>	<p>Children 1st Ettrick Resource Centre Ettrick Road Selkirk TD7 5AJ T: 01750 22892 E: ettrick@children1st.org.uk</p>
<p>Scottish Borders Short Term Service Action for Children Unit 10A Galabank Business Park Galashiels TD1 1PR T: 01896 750173 E: sarah.tannock@actionforchildren.org.uk or paula.gaunt-richardson@actionforchildren.org.uk</p>	<p>Scottish Borders Children and Family Service Action for Children Unit 10A Galabank Business Park Galashiels TD1 1PR T: 01896 750173 E: becky.bass@actionforchildren.org.uk or paula.gaunt-richardson@actionforchildren.org.uk</p>
<p>People with Disabilities</p>	
<p>Borders Talking Newspaper c/o Wendy Moss 25 Market Square Duns TD11 3BY T: 01361 884206 E: office@btn.org.uk www.btn.org.uk</p>	<p>Sensory Services Team Social Care and Health Borders General Hospital Melrose TD6 9BS T: 01896 826272 E: sensoryservices@scotborders.gcsx.gov.uk www.scotborders.gov.uk</p>
<p>Borders Deaf and Hard of Hearing Network The Hive Low Buckholmside Galashiels TD1 1RT T: 01896 756300 E: bordersdhhn@btinternet.com</p>	<p>Action on Hearing Loss – Scotland Hear to Help - Borders Lesley Stewart 46 High Street Galashiels TD1 1SE T: 01896 759020 E: Lesley.Stewart@hearingloss.org.uk www.actiononhearingloss.org.uk</p>
<p>RNIB Borders 46 High Street Galashiels TD1 1SE T: 01896 751044 www.rnib.org.uk</p>	

People with Learning Disabilities	
Citizen's Panel c/o Jenny Gillies The Bridge 3 Roxburgh House Court Galashiels TD1 1NY T: 07816 171964 E: jennyg_citizenpanels@yahoo.co.uk	Live a life (previously People First Borders) Roxburgh House Court Roxburgh Street Galashiels TD1 1NY T: 01896 752120 E: welcome@livealife.org.uk
Sylvia Crick ARC Scotland Unit 12 Hardengreen Business Centre Eskbank EH22 3NX T: 0131 454 9052 www.arcuk.org.uk/scotland	
Carers	
Borders Voluntary Care Voice Roxburgh House Court Galashiels TD1 1NY T: 01896 757290 E: admin@borderscarevoice.org.uk www.borderscarevoice.ogg.uk	Borders Carers Centre Brewery Brig Low Buckholmside Galashiels TD1 1RT T: 01896 752431 E: deddie@borderscarers.co.uk www.borderscarerscentre.co.uk
Race/Ethnicity	
Borders Equality Forum c/o George Higgs 16 Bowden Road Newtown St Boswells TD6 0PU T: 01835 823328 E: higgs@stboswells.demon.co.uk	
Religion and Belief	
Interfaith Scotland 523 Shields Road Glasgow G41 2RF T: 0141 420 6982 E: admin@interfaithscotland.org www.interfaithscotland.org	Borders Chaplaincy Centre/Spiritual Care Services Borders General hospital Melrose TD6 9BS T: 01896 826564 E: sandra.henwood@borders.scot.nhs.uk www.nhsborders.scot.nhs.uk

Sexual Orientation	
Borders LGBT Equality Forum E: lgbtborders@gmail.com	LGBT Youth Scotland (Borders) Langlee Complex Marigold Drive Galashiels TD1 2LP T: 01896 755110 E: martin.innes@lgbtyouth.org.uk www.lgbtyouth.org.uk
Equality Network 30 Bernard Street, Edinburgh, EH6 6PR T: 0131 467 6039 E: en@equality-network.org www.equality-network.org Facebook: www.facebook.com/equalitynetwork Twitter: @LGBTIScotland	Scottish Transgender Alliance 30 Bernard Street, Edinburgh, EH6 6PR T: 0131 467 6039 E: sta@equality-network.org www.scottishtrans.org Facebook: www.facebook.com/scottishtrans.org Twitter: @ScottishTrans
Stonewall Scotland Mansfield Traquair Centre 15 Mansfield Place Edinburgh EH3 6BB T: 0131 4748019 E: info@stonewallscotland.org.uk www.stonewallscotland.org.uk	
Marriage and Civil Partnership	
Lisa Lauder Chief Registrar Customer Services Scottish Borders Council Town Hall, High Street Hawick TD9 9EF T: 01835 824000 E: llauder@scotborders.gcsx.gov.uk www.scotborders.gov.uk	
Tenants	
Berwickshire Housing Association Tenant Participation 55 Newtown Street Duns TD11 3AU T:01361 884000 E: info@bhagroup.org.uk www.bhagroup.org.uk	Eildon Housing Association Tenant Participation c/o Pamela Martyn The Weaving Shed Ettrick Mill Dunsdale Road Selkirk TD7 5EB T: 01750 725900 E: PamelaM@eildon.org.uk www.eildon.org.uk

<p>Waverly Housing Association Tenant Participation c/o Pamela Martyn 27 North Bridge Street Hawick TD9 9BD T: 01450 364200 E: info@waverly-housing.co.uk www.waverly-housing.co.uk</p>	<p>Scottish Borders Housing Association Tenant Participation c/o Alison Notman South Bridge House Whinfield Road Selkirk TD7 5DT T: 01750 724409 E: anotman@sbha.org.uk www.sbha.org.uk</p>
<p>Scottish Borders Tenants Organisation South Bridge House Whinfield Road Selkirk TD7 5DT T: 01750 724409 www.sbto.org.uk</p>	
<p>Rural Proofing</p>	
<p>Sam Smith Scottish Borders Council Headquarters Newtown St.Boswells Melrose TD6 0SA T: 0300 100 1800 E: SamSmith@scotborders.gov.uk www.scotborders.gov.uk</p>	
<p>Voluntary and Community Groups (Misc)</p>	
<p>Berwickshire Association for Voluntary Service c/o Tony Fowler Platform One Station road Duns TD11 3HS T: 01361 883137 E: tony.fowler@bavs.org.uk www.onlineborders.org.uk/community/bavs</p>	<p>The Bridge c/o Morag Walker 3 Roxburgh House Court Galashiels TD1 1NY T: 01896 755370 E: morag.walker@the-bridge.uk.net www.onlineborders.org.uk/community/thebridge</p>
<p>New Horizons Borders (Mental Health Service) 6b Island Street Galashiels TD1 1NU T: 01896 755510 E: laura.nhb@hotmail.co.uk www.newhorizonsborders.co.uk/</p>	<p>Borders Independent Advocacy Service Low Buckholmside Galashiels TD1 1RT T: 01896 752200 E: info@bordersadvocacy.org.uk www.bordersadvocacy.org.uk/</p>
<p>Community Councils</p>	
<p>Community Councils c/o Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA E: communitycouncils@scotborders.gov.uk chair@sbccn.org.uk www.scotborders.gov.uk</p>	

Glossary of Terms

Community	Everyone who lives and/or works in the Scottish Borders
Community Engagement	A communication process between organisations and the community
Community Planning	A process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.
Consultation Plan	A plan that details why, when, with who and how a consultation will be carried out
Equalities Impact Assessment	An assessment process that Public Sector organisations must follow to make sure that any documents it produces which are available to the public do not discriminate against any group in the community.
Equality and Diversity	Term used to mean that individual as well as group differences will be recognised
National Standards for Community Engagement	A set of best practice guidelines for engagement between communities and public agencies developed by the Scottish Community Development Centre on behalf of Communities Scotland
Plain English	An independent group fighting for plain English in public communication.
SNAP Software	Computer software for questionnaire design, publication, data collection and analysis
Survey Monkey	Computer software for questionnaire design, publication, data collection and analysis
Visioning Outcomes in Community Engagement (VOiCE)	A computer based tool for recording, planning and monitoring community engagement work

The Scottish Borders Community Planning Partnership's Guide to Consultation may be read in conjunction with:

Community Engagement Framework
Preparing to Undertake Community Engagement

Community Engagement Framework 2014 - 2017

Preparing to Undertake Community Engagement

Scottish Borders Community Planning Partnership

August 2014

Introduction

Scottish Borders Community Planning Partnership believes that through working with our communities we can deliver the services that meet local needs.

Although there are many definitions for community engagement, real community engagement is an honest and transparent communication process between organisations and the community.

There are many terms that are used when describing community engagement, including consultation and involvement. However, each term refers to a variety of different methods. The method used will depend on the aim of the exercise. We should try to make sure that we use the right method for the activity we are carrying out and be aware that different circumstances require ways of engaging.

Whilst engagement activity can cover a number of levels they are not necessarily exclusive and different level may be appropriate at different stages.

Involvement – working with individuals and communities to develop options and make the decisions

Participation – engaging with individuals and communities in decisions that affect their lives

Consultation – presenting information for comment

Information – telling individuals and communities what we are going to do and why

To support any engagement activity it is important to make a plan. This plan can be referred to throughout the process, and amended if required, to make sure that the purpose of the engagement is achieved.

Community Engagement Tools

There are a variety of tools and toolkits available to support community engagement.

National Standards for Community Engagement

www.scdc.org.uk/what/national-standards/

The National Standards for Community Engagement is a practical tool to help improve the experience of all participants involved in community engagement to achieve the highest quality of process and results. The standards can be used in both formal and informal community engagement and underpin this Framework, they are:

The Involvement Standard

We will identify and involve the people and organisations who have an interest in the focus of the engagement.

The Support Standard

We will identify and overcome any barriers to involvement.

The Planning Standard

We will gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.

The Methods Standard

We will agree and use clear procedures that enable the participants to work with one another efficiently and effectively.

The Working Together Standard

We will agree and use clear procedures that enable the participants.

The Sharing Information Standard

We will ensure that necessary information is communicated between the participants.

The Working With Others Standard

We will work effectively with others with an interest in the engagement.

The Improvement Standard

We will develop actively the skills, knowledge and confidence of all the participants.

The Feedback Standard

We will feedback the results of the engagement to the wider community and agencies affected.

The Monitoring and Evaluation Standard

We will monitor and evaluate whether the engagement achieves its purpose and meets the National Standards for Community Engagement.

SNAP

Scottish Borders Council uses a software called SNAP to design, publish and analyse surveys. SNAP is similar to Survey Monkey and can be used online in a similar way.

In order to reduce costs to Partners, Scottish Borders Council can design, publish and analyse surveys on behalf of Partner organisations as well as provide advice on questionnaire design and survey layout if required.

SBC.Surveys@scotborders.gov.uk

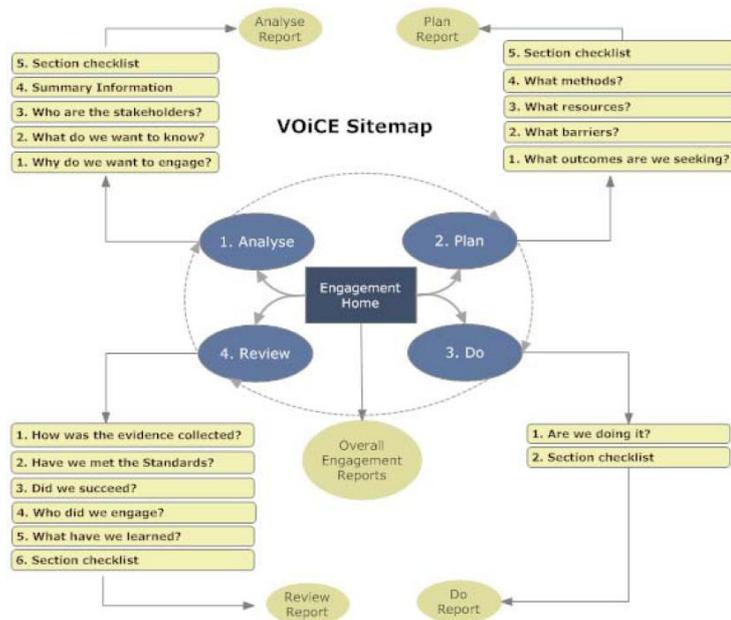
Visioning Outcomes in Community Engagement (VOiCE)

<http://www.voicescotland.org.uk/>

VOiCE has been developed by Scottish Community Development Centre and is designed to assist individuals and organisations to design and deliver effective community engagement.

The software will support users to:

- plan community engagement and service user participation
- conduct it effectively
- monitor and record the process
- evaluate the outcomes



VOiCE can be used to support a range of participation and is designed to be relevant both for individual services and for integrated, cross disciplinary community planning.

VOiCE can be applied to communities of geography, interest or identity. Community participants may therefore reflect a cross section of residents in an area or more specific groups defined by age, gender, ethnicity, relationship to a service provider (e.g. patient, tenant) or other factors. It can also be applied to other types of communities e.g. online or professional communities.

Survey evidence from users of VOiCE has identified the following major benefits of using the tool:

- Providing a common language for community engagement.
- Increased clarity of purpose for community engagement.
- Enabling shared planning of community engagement with colleagues/partners and communities.
- Enabling shared conduct of community engagement with colleagues/partners and communities.
- Enabling shared evaluation of community engagement with colleagues/partners and communities.
- Improved quality of community engagement processes and methods.
- Improved quality of community engagement outcomes.
- Improved capacity to report on community engagement.
- Consistency of approach to community engagement by colleagues/partners.
- Improved capacity to co-ordinate and manage community engagement.
- Storing and retrieving information about community engagement initiatives.
- Enabling practical application of the National Standards for Community Engagement.
- Increasing the efficiency of community engagement.

VOiCE is a tool that can be used by organisations as required.

Data Protection

http://ico.org.uk/for_organisations/data_protection/the_guide

Many engagement activities result in the collection of personal information e.g. names and addresses. Organisations that handle personal information about individuals have legal obligations under the Data Protection Act 1998 to protect that information. There are eight data protection principles that all Partners, including those that are exempt from the Act, should follow:

1. Personal information must be fairly and lawfully processed.
2. Personal information must be processed for limited purposes.
3. Personal information must be adequate, relevant and not excessive.
4. Personal information must be accurate and up to date.
5. Personal information must not be kept for longer than is necessary.
6. Personal information must be processed in line with the data subjects' rights.
7. Personal information must be secure.
8. Personal information must not be transferred to other countries without adequate protection.

Personal information that is obtained by one Partner during an engagement activity cannot be shared with other Partners without the individual's permission. The individual must be made aware if it is intended to share information with Partners.

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An impact assessment should be carried out when:

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- Reviewing existing policies, strategies, services or functions

The Engagement Plan

Engagement Template

Before undertaking any form of engagement activity identifying the following template will help to ensure the engagement activity is effective. The template has been based on the online VOICE tool and reflects terms used there.

STEP 1: ANALYSE

Why do we want to engage? What level of engagement is required?

We are seeking to:

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Inform - This means we are only going to tell people what we plan to do |
| <input type="checkbox"/> | Consult - This means we will offer people restricted options to choose between. |
| <input type="checkbox"/> | Participate – engaging with individuals and communities in decisions that affect their lives |
| <input type="checkbox"/> | Involve – working with individuals and communities to develop options and make the decisions |

What do we want to achieve? This should be clearly stated and revisited throughout the process to make sure that we have not wandered from our original aim. If the aim does change state why and whether the engagement process will change to reflect this.

What do we want to know? What do we currently know? What do we need to know?

Who are the stakeholders?

Who has an interest in the focus of engagement?

Community stakeholders:

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Black and minority ethnic |
| <input type="checkbox"/> | Elected representatives |
| <input type="checkbox"/> | Patients |
| <input type="checkbox"/> | Refugee and asylum seekers |
| <input type="checkbox"/> | |

- Carers
- LGBT
- People with disabilities
- Reps of community/voluntary groups
- ⁴ Parents
- Pupils
- Children and young people
- Older people
- Prisoners/offenders
- Travelling people
- Other.....

Agency stakeholders:

- Community Planning Partnership
- Scottish Fire & Rescue Service
- Housing providers
- Scottish Borders Council
- NHS Borders
- CLD Partnership
- Third Sector
- Police Scotland
- Scottish Ambulance Service
- Other.....

Who needs encouragement to get involved?

Are there any conflicts of interest that might emerge?

Steps to reduce barriers

An equalities assessment should be carried out where possible to identify whether any group will be disadvantaged by the engagement. NB: some organisations are required to do this.

Equalities Impact Assessment undertaken

Summary information

Where, geographically, is the engagement taking place?

Who do we need to engage with? Are they a thematic group?

What is the overall purpose of the engagement?

- Gain new understanding
- Improve policy or practice
- Plan or rationalise services
- Involve the community in meeting need
- Other

Section checklist

- Is there a good reason for conducting this engagement?
- Are we approaching it at the right level?
- Is it likely to be successful?
- Should we proceed?

STEP 2: PLAN

What outcomes are we seeking?

What outcomes are the stakeholders looking for and how will we evaluate the engagement?

Outcomes, i.e. the result or consequence of the activity:

Outcome indicators/evidence

Are there any barriers?

What barriers might affect anyone who should be involved?	What resources might be needed to overcome these barriers?	Is there a need for independent advocacy, community development support, or specialist advice? If so, where will it come from?

Resources

It is important not to underestimate the staff and financial resources required to carry out the engagement activity properly. It may be appropriate to attach incentives to the engagement activity, any costs of which should be built in at the very start of the process.

What resources are available?

Methods?

Be imaginative - think about having more than just meetings. Ask yourself:

- Who are we trying to involve?
- Where and when would they feel most comfortable?
- What styles/types of communication would most suit them?
- Can more than one method be used?

A summary of community engagement methods is available later in this document.

What methods will be used and why?

In order to conduct community engagement effectively you need to be clear who will do what, when and how they will do it, and who will co-ordinate and monitor. To do this most efficiently you need to identify those best equipped for the tasks.

What actions will be taken to meet the outcomes?

What	Who	When

Section checklist

Are we clear:

<input type="checkbox"/>	What the outcomes should be?
<input type="checkbox"/>	How we will evaluate success?
<input type="checkbox"/>	That we can tackle barriers to involving the stakeholders?
<input type="checkbox"/>	That we have the resources we need?
<input type="checkbox"/>	That we have selected appropriate and imaginative methods to meet our outcomes?
<input type="checkbox"/>	That the actions to be taken are clear and responsibilities allocated?
<input type="checkbox"/>	Is the plan likely to be successful?
<input type="checkbox"/>	Should we proceed?

STEP 3: DO

Are we doing it?

List the actions taken for each of the methods and outcomes identified.	
Method	Outcome

What issues have arisen and what remedial action, if any, is being taken as a result.	
Issue	Remedial Action

STEP 4: REVIEW

Have stakeholders been involved in collecting evidence and evaluating the engagement activity?
--

Were the required outcomes achieved (as identified in Step 1)? If not why not?

How many of the planned community stakeholders did the engagement process reach? Check against the stakeholders identified in Step 1.

Were the agency stakeholders involved throughout the engagement process? State 'who'.

Were there any unanticipated outcomes?

Was the right level (s) of engagement chosen? Inform, Consult, Participate, Involve	
Yes	No

State why

What are the key lessons that have been learned as a result of the engagement?
How will they be shared?

Next steps:

Community Engagement Methods

The table below gives a summary of just some of the ways in which we can work with the community. How each consultation is carried out will depend on its purpose and target group. Possible uses of the approaches listed are included as guidance.

Method	Description	Pros	Cons	Possible uses
Complaints/compliments system	System to make it easy for customers to raise concerns about services/service delivery.	Data can be used to identify trends.	Analysis can be time consuming. Can be mostly negative. Harder to engage unlikely to participate.	Identify improvement areas.
Customer feedback forms	System for customers to give feedback about a specific service they have received.	Easy to do. Helps in monitoring services.	Response rate can vary significantly. Need to ask the right questions.	Monitor specific services where customers can be easily identified.
Questionnaires and Surveys	Research into customer needs, views etc.	Produces very clear, useful information if done well.	May miss certain groups. Bad surveys give poor information. Can be expensive.	Useful to guide strategy development
Focus Groups	Small group discussions that give in-depth information and views on a specific topic.	Produces in-depth information/views and will allow any emerging issues to be explored in more depth. Can be used to focus on specific groups of people.	Discussion may be led by vocal group members – peer pressure. Lack of confidentiality may be an issue.	Proposed policy change that will affect specific group of users
Workshops	A discussion group used to gather and exchange information	A large amount of information can be shared	Can require a lot of planning. Staff time. Can be dominated by vocal minority	Can be used for subject specific or general information gathering

Public meetings	Open meeting called on a specific issue.	Allow for expression of views on particular topic.	Can be dominated by vocal minority.	Consultation of proposed service change that affects the general public
Interactive displays	Interactive displays offer people the opportunity to make comments and give feedback on information or options presented to them through the display. Best used in conjunction with other methods.	A useful technique for involving people who are not used to being consulted on their views, or who may be less confident about expressing their views using more traditional engagement methods.	A venue is required and supervision and review of the display may be necessary to ensure that it is not abused.	Graffiti walls can prove a good way of gathering the views of young people.
Use of the media	Press release or advertisement relating to a specific issue.	Wide circulation of information.	Information can be edited by media.	Pass on information
Graphic recording	A way of recording discussions at an event through use of symbols and pictures.	Accessible to those with literacy difficulties, learning difficulties or people for who English is not their first language.	Need the use of an individual or group who can effectively portray the discussions visually.	Consulting with Borders' Citizen's Panel.
People's Panel	List of people who respond to periodic surveys.	Can be quicker and cheaper than one-off surveys.	Panel self selecting – not representative	Gauge customer satisfaction/awareness. Used regularly for specific issues
Planning for real	Involves communities in developing ideas. Uses 3D model of area to which people attach ideas or comments.	Draws on local knowledge; can involve whole community; gives people an overview.	Takes time to develop.	Consultation on physical development of an area.
Interviews	One to one discussion.	Accurate information. Allows for individual expression of views.	Expensive, time consuming	Consult with vulnerable groups on proposed changes in service delivery.

Mystery shopper	Residents/customers acting 'undercover' to collect information.	Allows for user perception.	Does not usually involve real customers.	Monitor Council's customer service
Web based consultation	Surveys/individual questions on line.	Immediate results.	Self selecting – not representative..	Can gather a snap shot of opinion.
Events	Various.	Can produce wide range of views.	Can require large degree of preparation.	Local shows can be used to pass on information
Participatory appraisal	Local people conduct own survey and prepare analysis and plan.	Involves community throughout process. Builds community capacity and sense of pride.	May require large amount of training and support.	Can be used when working with a specific community/community issue.
Participatory budgeting	Community invited to make decisions on priorities, services and budgets in the local area.	Involves communities in service planning and delivery of local services.	Staff time, venue and awareness raising/promotion are required	Can be used alongside many services
Open house event	Uses a local venue as a drop in centre, allowing people to gather information and share their views.	People are able to attend whenever, and for as long as, they wish making involvement more accessible to a wider cross section of the community. Good way of making initial contact with communities.	Requires good planning.	Any consultation where you want to hear a wide range of views on a certain issue.
Conferences/seminars	Conferences bring together local people to receive information and give feedback on issues of shared interest.	Can be the first step in developing more in-depth community involvement.	Depth of community engagement achieved can be limited. Difficult to plan numbers	Most service areas where the main objective is information giving.

Consultation documents	Used to provide information to community and invite comments on proposals	Can provide detailed information. Can reach a wide and varied audience.	Can be costly to produce documents. Information should be accessible to all. Can have poor response rate. Analysis of responses can be resource intensive	Can be used to support majority of consultations
Social media	Used to share information/raise awareness	Instant. Can reach a wide and varied audience.	Needs to be carefully monitored	Pass on information
Road Shows	Out and about in the community with the possible use of current resources	Can reach a wide and varied audience including hard to reach groups. Engaging people on their own territory.	Can be resource intensive	Can be used to for a variety of purposes.
Pop Up Shops	Makes temporary use of vacant shops	Engaging people on neutral territory within their own community.	Can be resource intensive	Can be used to for a variety of purposes.

Contacting community groups

It is important that we make a conscious effort to engage and consult with everyone in the Borders and that we are able to gain and understand the views of all communities.

It is important to identify and employ engagement methods that are best suited to the groups you wish to engage with whilst being aware that someone may associate with more than one group. Methods best suited to engaging with young people may not be the most appropriate way to engage with other members of the community. Carrying out an Equality Impact Assessment prior to engagement will assist in identifying the groups you need to engage with.

Due to the rural nature of the Scottish Borders thought should always be given as to how people facing rural barriers will be engaged with, these barriers may be physical isolation, lack of public transport etc. Much of our engagement work will need to address this to ensure that all members of the community are included in our work.

The organisations listed below can provide advice and help to consult with a wide range of people. They can advise you on the best way to consult and present your information.

This list is not exhaustive and the groups listed should not be used as the only way to engage with these communities.

Older People	
Age Scotland Causewayside House 160 Causewayside Edinburgh EH9 1PR T: 0845 125 9732 www.ageuk.org.uk/scotland	Elder Voice The Hive Low Buckholmside Galashiels TD1 1RT E: info@eldervoice.org.uk T: 01896 668601
Pregnancy and Maternity	
Midwifery Sarah Horan	
Children and Young People	
Scottish Borders Early Years Team Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 0300 100 1800 E: EarlyYearsTeam@scotborders.gov.uk	Scottish Borders Youth Voice Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 01835 826815 E: youth@scotborders.gov.uk www.scotborders.gov.uk/youth www.facebook.com/sbyvoice www.twitter.com/sb_voice

<p>Penumbra Youth Project 47b Ladhope Vale Galashiels TD1 1BW T: 01896 751177 E: bordersyp@penumbra.org.uk www.galashiels.bordnet.co.uk/penumbra</p>	<p>Youth Borders Langlee Complex Marigold Drive Galashiels TD1 2LP T: 01896 755110 www.youthborders.org.uk</p>
<p>Parent Councils Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA T: 0300 100 1800 E: Lisa.Anderson@scotborders.gov.uk</p>	<p>Children 1st Ettrick Resource Centre Ettrick Road Selkirk TD7 5AJ T: 01750 22892 E: ettrick@children1st.org.uk</p>
<p>Scottish Borders Short Term Service Action for Children Unit 10A Galabank Business Park Galashiels TD1 1PR T: 01896 750173 E: sarah.tannock@actionforchildren.org.uk or paula.gaunt-richardson@actionforchildren.org.uk</p>	<p>Scottish Borders Children and Family Service Action for Children Unit 10A Galabank Business Park Galashiels TD1 1PR T: 01896 750173 E: becky.bass@actionforchildren.org.uk or paula.gaunt-richardson@actionforchildren.org.uk</p>
<p>People with Disabilities</p>	
<p>Borders Talking Newspaper c/o Wendy Moss 25 Market Square Duns TD11 3BY T: 01361 884206 E: office@btn.org.uk www.btn.org.uk</p>	<p>Sensory Services Team Social Care and Health Borders General Hospital Melrose TD6 9BS T: 01896 826272 E: sensoryservices@scotborders.gcsx.gov.uk www.scotborders.gov.uk</p>
<p>Borders Deaf and Hard of Hearing Network The Hive Low Buckholmside Galashiels TD1 1RT T: 01896 756300 E: bordersdhhn@btinternet.com</p>	<p>Action on Hearing Loss – Scotland Hear to Help - Borders Lesley Stewart 46 High Street Galashiels TD1 1SE T: 01896 759020 E: Lesley.Stewart@hearingloss.org.uk www.actiononhearingloss.org.uk</p>
<p>RNIB Borders 46 High Street Galashiels TD1 1SE T: 01896 751044 www.rnib.org.uk</p>	

People with Learning Disabilities	
Citizen's Panel c/o Jenny Gillies The Bridge 3 Roxburgh House Court Galashiels TD1 1NY T: 07816 171964 E: jennyg_citizenspanels@yahoo.co.uk	Live a life (previously People First Borders) Roxburgh House Court Roxburgh Street Galashiels TD1 1NY T: 01896 752120 E: welcome@livealife.org.uk
Sylvia Crick ARC Scotland Unit 12 Hardengreen Business Centre Eskbank EH22 3NX T: 0131 454 9052 www.arcuk.org.uk/scotland	
Carers	
Borders Voluntary Care Voice Roxburgh House Court Galashiels TD1 1NY T: 01896 757290 E: admin@borderscarevoice.org.uk www.borderscarevoice.ogg.uk	Borders Carers Centre Brewery Brig Low Buckholmside Galashiels TD1 1RT T: 01896 752431 E: deddie@borderscarers.co.uk www.borderscarerscentre.co.uk
Race/Ethnicity	
Borders Equality Forum c/o George Higgs 16 Bowden Road Newtown St Boswells TD6 0PU T: 01835 823328 E: higgs@stboswells.demon.co.uk	
Religion and Belief	
Interfaith Scotland 523 Shields Road Glasgow G41 2RF T: 0141 420 6982 E: admin@interfaithscotland.org www.interfaithscotland.org	Borders Chaplaincy Centre/Spiritual Care Services Borders General hospital Melrose TD6 9BS T: 01896 826564 E: sandra.henwood@borders.scot.nhs.uk www.nhsborders.scot.nhs.uk

Sexual Orientation	
Borders LGBT Equality Forum E: lgbtborders@gmail.com	LGBT Youth Scotland (Borders) Langlee Complex Marigold Drive Galashiels TD1 2LP T: 01896 755110 E: matin.innes@lgbtyouth.org.uk www.lgbtyouth.org.uk
Equality Network 30 Bernard Street, Edinburgh, EH6 6PR T: 0131 467 6039 E: en@equality-network.org www.equality-network.org Facebook: www.facebook.com/equalitynetwork Twitter: @LGBTIScotland	Scottish Transgender Alliance 30 Bernard Street, Edinburgh, EH6 6PR T: 0131 467 6039 E: sta@equality-network.org www.scottishtrans.org Facebook: www.facebook.com/scottishtrans.org Twitter: @ScottishTrans
Stonewall Scotland Mansfield Traquair Centre 15 Mansfield Place Edinburgh EH3 6BB T: 0131 4748019 E: info@stonewallscotland.org.uk www.stonewallscotland.org.uk	
Marriage and Civil Partnership	
Lisa Lauder Chief Registrar Customer Services Scottish Borders Council Town Hall, High Street Hawick TD9 9EF T: 01835 824000 E: llauder@scotborders.gcsx.gov.uk www.scotborders.gov.uk	
Tenants	
Berwickshire Housing Association Tenant Participation 55 Newtown Street Duns TD11 3AU T:01361 884000 E: info@bhagroup.org.uk www.bhagroup.org.uk	Eildon Housing Association Tenant Participation c/o Pamela Martyn The Weaving Shed Ettrick Mill Dunsdale Road Selkirk TD7 5EB T: 01750 725900 E: PamelaM@eildon.org.uk www.eildon.org.uk

<p>Waverly Housing Association Tenant Participation c/o Pamela Martyn 27 North Bridge Street Hawick TD9 9BD T: 01450 364200 E: info@waverly-housing.co.uk www.waverly-housing.co.uk</p>	<p>Scottish Borders Housing Association Tenant Participation c/o Alison Notman South Bridge House Whinfield Road Selkirk TD7 5DT T: 01750 724409 E: anotman@sbha.org.uk www.sbha.org.uk</p>
<p>Scottish Borders Tenants Organisation South Bridge House Whinfield Road Selkirk TD7 5DT T: 01750 724409 www.sbto.org.uk</p>	
<p>Rural Proofing</p>	
<p>Sam Smith Scottish Borders Council Headquarters Newtown St.Boswells Melrose TD6 0SA T: 0300 100 1800 E: SamSmith@scotborders.gov.uk www.scotborders.gov.uk</p>	
<p>Voluntary and Community Groups (General)</p>	
<p>Berwickshire Association for Voluntary Service c/o Tony Fowler Platform One Station road Duns TD11 3HS T: 01361 883137 E: tony.fowler@bavs.org.uk www.onlineborders.org.uk/community/bavs</p>	<p>The Bridge c/o Morag Walker 3 Roxburgh House Court Galashiels TD1 1NY T: 01896 755370 E: morag.walker@the-bridge.uk.net www.onlineborders.org.uk/community/thebridge</p>
<p>New Horizons Borders (Mental Health Service) 6b Island Street Galashiels TD1 1NU T: 01896 755510 E: laura.nhb@hotmail.co.uk www.newhorizonsborders.co.uk/</p>	<p>Borders Independent Advocacy Service Low Buckholmside Galashiels TD1 1RT T: 01896 752200 E: info@bordersadvocacy.org.uk www.bordersadvocacy.org.uk/</p>
<p>Community Councils</p>	
<p>Community Councils c/o Scottish Borders Council Headquarters Newtown St Boswells Melrose TD6 0SA E: communitycouncils@scotborders.gov.uk chair@sbccn.org.uk www.scotborders.gov.uk</p>	

Glossary of Terms

Community	Everyone who lives and/or works in the Scottish Borders
Community Engagement	A communication process between organisations and the community
Community Planning	A process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.
Equalities Impact Assessment	An assessment process that Public Sector organisations must follow to make sure that any documents it produces which are available to the public do not discriminate against any group in the community.
Equality and Diversity	Term used to mean that individual as well as group differences will be recognised
National Standards for Community Engagement	A set of best practice guidelines for engagement between communities and public agencies developed by the Scottish Community Development Centre on behalf of Communities Scotland
Plain English	An independent group fighting for plain English in public communication.
SNAP Software	Computer software for questionnaire design, publication, data collection and analysis
Survey Monkey	Computer software for questionnaire design, publication, data collection and analysis
Visioning Outcomes in Community Engagement (VOiCE)	A computer based tool for recording, planning and monitoring community engagement work

The Scottish Borders Community Planning Partnership's Preparing to Undertake Consultation may be read in conjunction with:

Community Engagement Framework
A Guide to Consultation

Scottish Borders Community Planning Partnership: Strategic Board

ITEM 11

Borders Young Person's Guarantee

Report by SBC Service Director - Strategy and Policy

Community Planning Strategic Board

11th September 2014

1 PURPOSE AND SUMMARY

- 1.1 **This report brings the draft Business Case (appendix 1) for the Borders Young Person's Guarantee to the CPP Strategic Board for approval and for all partners to commit to supporting the objective of this project.**

The Borders Young Person's Guarantee has one objective - that by April 2015 the Scottish Borders Community Planning Partnership will ensure that:

"Every young person leaving school in the Scottish Borders will have the offer of a job, training or further education opportunity available to them"

The draft Business Case also gives a breakdown of the number of young people who do not have a positive destination and gives a brief overview of the proposed project.

- 1.2 The draft Business Case details the local unemployment figures which demonstrate that we have a disproportionately high number of young people who have left school and are unable to find work in the Scottish Borders. From December 2010, the JSA claimant rate for the Scottish Borders has been greater or equal to the claimant rate for Scotland for those aged 16 to 24. However, the proportion of JSA claimants that are aged 16 – 24 is consistently higher in the Scottish Borders compared to Scotland and has been for the last few years, and, most concerningly amongst those who have been unemployed for more than 12 months.
- 1.3 The draft Business Case also highlights the recently published Wood Commission Report which makes a range of recommendations aimed at tackling the issue of Scotland's workforce. It is not the intention to address these recommendations in this business case for a Borders Guarantee; however, it will start to address some of the issues for young people in the Borders.
- 1.4 The measures of success will be:
- Unemployment rates in the Borders for 16-24 year olds falling
 - Employment rates for 16 – 24 year olds rising
 - 100% of all school leavers being offered an opportunity for a positive destination
 - Improved health and wellbeing for the individual – gaining self-confidence, skills, routine and structure
 - Significant benefits within our communities – breaking the cycle of

poverty, inequality and poor outcomes

1.5 This draft Business Case was approved by the CPP Joint Delivery Team on 18th June for consideration and approval by the CPP Strategic Board.

2 RECOMMENDATIONS

2.1 **I recommend that the Community Planning Partnership:**

- a) Approves the Borders Young Person's Guarantee Business Case detailed at appendix 1**
- b) Commits to supporting the objective of the Borders Young Person's Guarantee**
- c) Agrees to the establishment of a project team to take forward this work and for this team to report back to the Board on 27th November 2014 of progress made.**

Author(s)

Name	Designation and Contact Number
David Cressey	Service Director, Strategy & Policy

Outline Business Case

Item No. 11 - Appendix

Title	Sponsors
The Borders Young Person's Guarantee	To be Agreed

REASONS FOR PROJECT

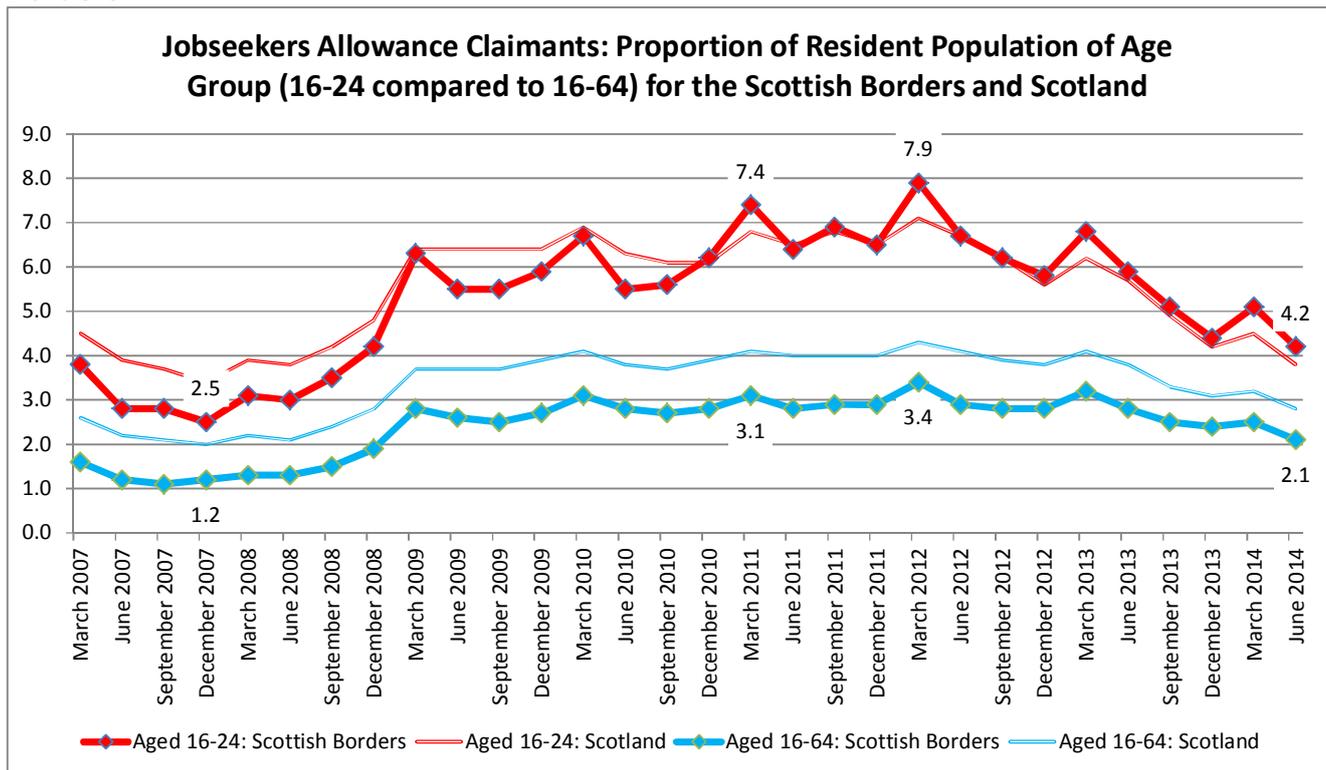
What is the "Strategic Fit" of the Project within the Community Planning Partnerships' overall Aims and Objectives?

Background Information - why?

What is the background and descriptions of the opportunity, the "As-Is" position, any strategic context, indicators from the diagnostic, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Background

"Today, in Scotland we have 53,000 young people, not in work and not in education, waking up each morning wondering if their community has any need for them"¹. These comments echoed in the Wood Commission's study into developing Scotland's young workforce demonstrate what the national picture is for young people leaving school. However, there is also no reason to doubt that this is also reflected locally in the Scottish Borders. Local unemployment figures demonstrate that we have a disproportionately high number of young people who have left School and are unable to find work in the Borders.



From December 2010, the JSA Claimant rate for the Scottish Borders has been greater or equal to the claimant rate for Scotland for those aged 16 to 24. However the JSA Claimant rate for the total working aged population (those aged 16 to 64) in the Scottish Borders has consistently been below the level for Scotland. The proportion of JSA

¹ Wood (2014) Education Working For All, Commission for Developing Scotland's Young Workforce, Published by The Scottish Government

claimants that are aged 16-24 is consistently higher in the Scottish Borders compared to Scotland, and has been for the last few years, most worryingly amongst those who have been unemployed for more than 12 months.

This clearly demonstrates that too many young people are not equipped for the transition into work, and a period of long term unemployment at this vital stage of life can have long lasting effects. 'Skills for Scotland' makes clear the Scottish Government's desire for all young people to stay in learning after 16. It makes a clear commitment to young people about the routes on offer to education, employment and training (and the support they can expect) and recognises the need to focus on particularly vulnerable groups of young people. At the moment too many vulnerable young people in the Scottish Borders are failing to move on to a positive destination. Using the latest available information, the following statistics demonstrate the picture in the Scottish Borders.

- Total number of school leavers = 1175
- Number in positive destinations = 1049
- Number NOT in a positive destination = 126

The Organisation for Economic Co-operation and Development Review recognised that for higher attaining young people, the post-school transition to further or higher education is fairly straightforward but that for weaker learners there were more complex and uncertain pathways. From the table overleaf, (with the exception of Eyemouth and Peebles) it can be seen that in areas of higher deprivation, it is generally the case that this leads to a poorer chance of a positive destination.

Scottish Borders High School	Number of Pupils not in a positive destination
Berwickshire High	20
Earlston High	8
Eyemouth High	8
Galashiels Academy	23
Hawick High	18
Jedburgh Grammar	11
Kelso High	11
Peebles High	16
Selkirk High	11

Alongside Schools as they deliver the new 16+ Learning Choices model, there is a clear need for a wider engagement and collective involvement across the Scottish Borders community that will ensure that there are clear, robust processes in place for ensuring that all young people completing compulsory education have an offer of a suitable place of a job, training or a further education available to them, with a particular focus on providing more choices and more chances for those young people, and particularly the most disadvantaged and vulnerable young people who need them.

The recently published Wood Commission Report makes a range of recommendations aimed at tackling the issue of Scotland's young workforce. It is not the intention to address these recommendations in this business case for a Borders Guarantee. That said, it is likely that over the coming months a significant amount of work will take place across the Scottish Borders Community Planning Partnership (CPP) to directly address the recommendations arising out of the Wood Commission Report.

Objectives & Activities

Objectives

The Borders Guarantee has one single objective: that by April 2015 the Scottish Borders Community Planning Partnership will ensure 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.

Activities

1. Establish a CPP short life working group
2. Develop a set of Employment, Training and College options for young people across the Community Planning Partnership commencing April 2015
3. Develop a timetable consistent with delivering the Employment, Training and College options above
4. The CPP short life working group will also consider young offenders and other relevant groups
5. Report back to CPP in December 2014

Critical Success Factors

Define the critical success factors for the project – what will constitute success? e.g., citizens will want to use the new service in preference to the previous way of delivering it. Determine how success will be measured e.g., percentage take up of a new service over x years, with milestones for each annual improvement in take up

5 Success Factors:

- Unemployment rates in the Borders for 16 – 24 year olds falling
- Employment rates for 16 - 24 year olds rising
- 100% of all school leavers offered a positive destination
- Significant benefits within communities – breaking the cycle of poverty, inequality and poor outcomes
- Improved health & wellbeing for the individual – gaining self-confidence, skills, routine and structure

Stakeholders *who?*

Which organisations (e.g. Community Planning Partners and other Councils) are potentially involved in/interested in the opportunity?

Who are the key stakeholders to whom the opportunity is relevant?

NHS Borders
Skills Development Scotland
Scottish Enterprise
Borders College
Department for Work and Pensions
Scottish Borders Housing Association
Eildon Housing Association
Berwickshire Housing Association
Waverley Housing Association
Voluntary Sector Partners
Scottish Borders Council
Police Scotland

OPTIONS AVAILABLE

An outline appraisal of all options that are considered to be available

List of Options

Outline the various options that have been considered to deliver the required outcome. Indicate the chosen option, together with a summary of reasons why.

The following tables present a range of options to consider as it relates to the business case

1) Do nothing

Pro	Con
Continuity	Will hamper delivery of SOA Priorities
	Unemployment among young people will continue to remain proportionately high
	Borders Businesses will not benefit from skilled young people able and equipped to take up apprenticeships etc
	The inequalities gap in Scottish Borders will continue to rise

2) Deliver a higher pledge, for example 95%

Pro	Con
Demonstrates commitment to Strategic Ambitions	May not deliver Strategic Ambition
Provides some support to local business	Youth unemployment falls but more slowly
Youth Unemployment begins to fall	Lacks Ambition
Thriving and sustainable communities that all have contributed to and therefore feel valued	
Individuals gain self-confidence, skills, routine and structure	

3) Offer a full guarantee

Pro	Con
Demonstrates a clear commitment to and leadership in achieving community planning ambitions	
Provides a firmer economic base of support for local business	
Youth unemployment falls	
Retains young people in the Scottish Borders	
Improves business resilience through more effective workforce planning	

Thriving and sustainable communities that all have contributed to and therefore feel valued	
Individuals gain self-confidence, skills, routine and structure	

The option identified by the Joint delivery team was for a full guarantee. This will ensure that those most disadvantaged and vulnerable young people will be supported and offered the opportunity of a job, college or further training.

BENEFITS

The expected benefits of the project, expressed in measurable terms against the current situation

Benefits

Short term

There will be an increase in numbers of young people entering into a positive destination across the Borders and most particularly in our most deprived areas.

Medium term

The levels of employment in our most deprived areas will begin to rise, increasing the level of income into these areas leading to a reduction in poverty.

Long Term

The overall level of deprivation will begin to decrease as employment and income increases.

Health & wellbeing improves with individuals gaining self-confidence, skills, routine and structure.

Thriving and sustainable communities that all have contributed to and therefore feel valued.

High level cost/Benefit analysis of Options

Costs are still to be determined

RISKS

A summary of the expected risks of the project

Risks/Issues/Barriers to Change *what if?*

What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?

Key Project Risks

High Level Risk	Likelihood	Impact	Risk Management Approach /Mitigating Actions
Project Management			

Lack of in-house skills	Low	High	The Community Planning Partnership already has experience of delivering education, training and employability skills as well as being a direct provider of employment across the Scottish Borders. Using these collective skills will significantly mitigate the risk to effective project management.
Loss of key staff	Med	Med	Succession planning and adopting a 'team' approach. Critical procedures should be recorded
Stakeholder Engagement			
Failure to get all parties to share same understanding of purpose	Med	High	Definition of stakeholder needs and clear plan with well-defined deliverables.
Lack of support by Community Planning Partners	Med	High	Establish early engagement with stakeholders to ascertain level of engagement Establish project within one of the themed groups reporting through established community planning partnership processes.
Communications			
Failure to communicate to all stakeholders	Low	Med	Establish a clear communications plan. Use existing reporting mechanisms, (CPP, Boards, Executive, Council,) to report. Use of wider communication channels. Press Briefings etc.
Benefits Realisation			
Benefits not realised	Med	High	Clear scoping of the project at the beginning establishing the benefits to be achieved from the project, managed through the project and reported at project closure will mitigate this risk.

Whilst the above list is not exhaustive it identifies the key strategic risks associated with the proposed project approach.

COSTS

What are the expected costs of the project

Budget how much?

*What is the indicative costs of a solution (how might this be released)?
What are the resources & budget required to progress to Full Business Case (i.e. the Design Phase)*

To be determined

TIMESCALE

A summary of the high level programme in the Project Plan

High level plan

As detailed in objectives and activities

What needs to happen next?

What are the immediate next steps? Who has to be involved(Key Roles)? What decisions have to be taken to enable this to happen?

A project group will need to be established with representation from

- 1) SBC Education
- 2) Borders College
- 3) Skills Development Scotland
- 4) Employer representative (NHS)
- 5) Employer representative (RSLs)
- 6) Employer representative (SBC)
- 7) Employment Support Service (SBC)
- 8) Voluntary Sector

Key milestones will be

- 1) The development of a Programme Initiation Document
- 2) An Action Plan which contains key responsibilities with timescales for CPP members which can be evaluated & reported
- 3) Timetable for reporting and implementation
- 4) A Communications Plan
- 5) Budget implications for CPP

SOUTH OF SCOTLAND RURAL REGIONAL ECONOMIC DEVELOPMENT PROGRAMME 2014 - 2016



South of Scotland
ALLIANCE

SOUTH OF SCOTLAND

RURAL REGIONAL ECONOMIC DEVELOPMENT PROGRAMME – 2014 – 2016

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SOUTH OF SCOTLAND ALLIANCE RURAL REGIONAL ECONOMIC DEVELOPMENT PROGRAMME – 2014 – 2016

AMBITIONS

The South of Scotland Alliance is a mature partnership between Scottish Borders Council (SBC), Dumfries and Galloway Council (DGC) and Scottish Enterprise (SE). The Alliance aims to raise the profile of the South of Scotland, the issues faced by our economy, and the positive role that we believe the area can play in Scotland's future.

This document sets out an ambitious proposal to develop the economy across the South of Scotland, aiming to match and complement the role of the 'city-regions' in supporting economic growth. We see some key opportunities in the near term that will facilitate this ambition.

We have developed our Rural Regional Economic Development Programme as a practical partnership response to enable national and local partners to work together to take these opportunities forward. We believe that the Programme is ambitious in the current institutional and financial context, and consider it is a starting point for new, larger strategic initiatives in future.

OPPORTUNITIES

A range of key opportunities has arisen, in themselves unique in terms of the economic history of the South of Scotland. Specifically, Superfast Broadband connectivity, the railway development in the Scottish Borders, developments along the M74 and A75 corridors in Dumfries and Galloway and Assisted Area Status. The intent of our Programme is to provide a basis for working together with the Scottish Government to maximise the full potential from these opportunities and investments.

The four projects included in this Programme are acknowledged regional priorities which, when brought together, represent a nationally significant economic development Programme for the South of Scotland. They would contribute significantly to the overall national economic ambitions outlined in the Scottish Government's strategy for growth.

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ECONOMIC CONTEXT

Each area of Scotland has a varying mix of assets and potential in terms of people, skills, businesses, communities, organisations, infrastructure and services that can contribute to economic growth. In considering this economic context, there are continuing challenges faced by the South of Scotland in relation to significantly lower GDP per head, low wages and a difficult employment situation.

- GVA per head of population is significantly below the Scottish average - £13,524 against £20,013 (67.5% of Scottish average).
- Productivity is lower in the South of Scotland than the Scottish average – £30,889 against £43,095. It is still below pre-recession levels in real terms.
- Agriculture, forestry and fishing sector has the largest proportion of firms in the South, followed by retail and construction.
- VAT/PAYE registrations per 10,000 working population are below the Scottish average – 42 against 53.

Key characteristics of the South of Scotland economy and business base include:

- Structure (business size / business type) of regional economy leads to relatively low GVA per head and productivity.
- Significant lack of business growth - micro to small; small to medium; medium to big.
- Dependence on the primary sector (and therefore a major risk around CAP reform impact).
- Importance of food and drink products and tourism (specific market segments in each).
- Service sector driving Scottish growth, but under represented in the South.
- Slow development of the knowledge economy but opportunities to maximise the benefits of Higher Education assets.
- Niche “Products” – eg luxury textiles; specialist foods; heritage/cultural/ activity tourism.
- Ageing population and attractive retirement location.

DELIVERY

Support from Scottish Enterprise and other national agencies is required if the four projects are to be successfully delivered. We believe the projects align well with Scottish Enterprise's key priorities and shared vision for the role that rural economies can play in the national context. The Alliance recognises that Scottish Enterprise is not geographically focused, but the commitment of specialist expertise from all of the partners will be crucial if the proposed Programme is to be refined and successfully implemented to deliver additional economic impact.

The Alliance recognises that there will be a variety of approaches required for the different projects and that the local Community Planning Partnerships will ensure that development and delivery is aligned to Partners' agreed regional ambitions as outlined in respective Single Outcome Agreements.

OUTCOMES

The Programme has been developed to address our challenges through an 'opportunities' orientated approach that aims to deliver the following outcomes, as measured by specific indicators (in bold):

1. We want to bring new types of business into the South of Scotland – different sectors that can support resilience and sustainability for our economy. **No. of inward investments.**
2. We want to encourage our existing businesses to grow on the back of these opportunities – to maximise the local potential that hides under the surface. **No. of local businesses in growth pipeline and account management**
3. We want to expand our service sector - so that the economy is more diverse. **No. of businesses in key sectors.**
4. We want to bring in additional visitor spend and increase the number of bednights in the area – so that tourism businesses can grow and new private sector investment in tourism facilities and products is made. **Increase in visitor numbers, increase in visitor spend.**

5. We want to use the quality of life we have on offer to grow our working age populations to sustain our communities and local services for the long term. **Change in working age population.**
6. We want to close the GVA per head gap with the Scottish average. **Change in GVA per head.**

THE PROGRAMME

The Programme consists of four key strategic projects, primarily focused on 'capital' related activity. A fifth area for action is also identified that relates to some of the key themes that are at the heart of Scottish Enterprise's strategy.

The four strategic projects are:

- **Project 1 – Borders Railway / Central Borders Business Park**
- **Project 2 – Mountain Biking – Refreshing a World-Class Product**
- **Project 3 – Economic Development Strategy for the M74 Corridor Area**
- **Project 4 – Stranraer Waterfront**

These Projects will require significant financial support in order to deliver outcomes on the ground. The Alliance partners will be the main source of funding. It appears unlikely at present that EU funding will be available for these projects from the new Programmes.

In proposing this Programme we aim to demonstrate that our rural economy has projects and interventions of sufficient scale to be prioritised for investment by Scottish Enterprise. By focusing on our key opportunities we believe the approach demonstrates that the rural economy of the South of Scotland can make a significant contribution to the national economy.



photo credit: Network Rail

SOUTH OF SCOTLAND ALLIANCE RURAL REGIONAL ECONOMIC DEVELOPMENT PROGRAMME – 2014 – 2016

PROJECT 1 – BORDERS RAILWAY / CENTRAL BORDERS BUSINESS PARK

In 2013 an 'Economic and Market Assessment' for new business space in the vicinity of the Borders Railway Terminal at Tweedbank was undertaken, delivered by Ironside Farrar Ltd on behalf of Scottish Borders Council and Scottish Enterprise.

The report's economic analysis highlights short term demand for new commercial office space to meet projected growth in the 'professional and business services' in central Borders over the next five years. This estimates demand for 450 m²-1,750 m² of new business space with between 180-350 new jobs created.

Over the medium to long term, a review of comparator projects identifies a range of positive impacts from railway investment on the economy. Benefits include access to employment, services, business relocations, positive changes to the population base, productivity and perceptions of the area. The report suggests over the medium to long term (up to 15 years) there could be demand for 5,000 m² to 12,000 m² new office floorspace, with the creation of 1,000 – 2,300 jobs.

The potential demand for high quality premises means Tweedbank would be a 'natural location for development and industry'. However, the report suggests that a severely restricted development investment market means uncertainty for delivery of business space without public sector intervention.

CENTRAL BORDERS BUSINESS PARK

The most effective way to deliver new employment land opportunities in this Central Borders location is to redevelop parts, or all, of the existing Tweedbank Industrial Estate. This area has been the key strategic industrial site in the Scottish Borders for decades and many of the properties in this area are now due for replacement or major renovation. Officers consider that the redevelopment of parts of this area may be significantly more cost effective than developing a similar area of greenfield land. It also has the key benefit of being adjacent to the railhead for the new Borders Railway. As an existing industrial area it also benefits from good existing services and a well-planned landscape setting.

The first steps in taking forward this part of the proposal would include acquisition of key parts of the existing industrial area from the private sector. This would facilitate the effective future planning and redevelopment of the area. A time-limited opportunity exists at the moment to acquire a key part of this area, so immediate progress is required on this issue. The medium to long term redevelopment of the area with modern, low carbon offices and business space would be achieved through sale or joint ventures with private sector developers. However, initially public ownership would help ensure the right type of development, design and layout for this key strategic business area. This is an opportunity to create a flagship development on an attractive, high amenity site.

INWARD INVESTMENT MARKETING

This is required to maximize the benefits of the Borders Railway. It would include marketing campaigns and familiarisation visits to promote the advantages of locating to the Scottish Borders. This would be delivered in partnership with SDI and city-region local authorities, building on 'Our Scottish Borders' and 'The Best Move of Your Life' brands. It would be focused on the exceptional quality of life the area has to offer, a skilled workforce, competitive costs, and good ICT and rail connectivity. We will work with SDI to ensure appropriate targeting and to build our understanding of the needs of potential inward investors.

PROJECT 1 - BORDERS RAILWAY / CENTRAL BORDERS BUSINESS PARK

	RESOURCE	LEAD (SUPPORT)	TARGET (ACTIVITY/OUTPUT)	TIMESCALE	OUTCOME MEASURED BY:	BENEFITS REALISED: OUTCOME (TO 2023) MEASURED BY:
Project 1 – Borders Railway / Central Borders Business Park						
Central Borders Business Park	£5M	SE / SBC	Development Appraisal. Design Vision and Technical Briefs. Site Purchase – public sector. Upgrading, demolitions and Phased Redevelopment – in partnership with Private Sector.	September 2016	Creation of high quality employment locations next to Tweedbank Station. Measured by: Hectares of business sites occupied. Number of business relocations.	There is new land and premises to encourage business to grow and relocate.
Inward Investment Marketing	Officer time £100,000	SBC / SE partnership	Number of marketing campaigns. Number of resulting enquiries.	September 2016	New business investment in Scottish Borders Railway corridor. Measured by: No. of business relocations. GVA/ jobs created.	New businesses are attracted to the Scottish Borders. The economic development potential of the Borders Railway is maximized.



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PROJECT 2 – MOUNTAIN BIKING – REFRESHING A WORLD-CLASS PRODUCT

The South of Scotland has established a world-class reputation for Mountain Biking (MTB) through the 7stanes products, a range of mountain bike centres stretching across the region. The 7stanes is perfectly located for visitors from the central belt of Scotland, but also attracts significant numbers of visitors from the north of England and internationally. 7stanes, like other provision across Scotland, is facing increasing competition from across the rest of the UK as a result of significant recent investments in new or enhanced facilities.

Forestry Commission Scotland (FCS), and other partners, have invested over time in trails and more recently in high quality visitor facilities at a number of the sites. However, in order to continue to compete successfully in the growing mountain bike market, there is a pressing need for additional facilities that add to the biking experience and attract returners as well as new visitors. New investment is required to update the trails, ensure that new trails are regularly added and, most importantly, to deliver at least one high profile new facility that would be a UK-wide draw. Whilst FCS recognises the economic impact of investing in trails, resulting increased maintenance costs, and health and safety responsibilities (which

FCS has to finance from a shrinking resource allocation) act as a disincentive to significant investment. This is a policy area that requires Scottish Government assistance to overcome.

MOUNTAIN BIKE UPLIFT

The key proposal is to develop a visitor and outdoor activities centre near Innerleithen/Traquair as a complement to Glentress. This project is intended as an extension and complement to existing tourist attractions in the local area. The majority of the development will take place in Traquair Forest, a planted forest managed by FCS. Located just south of Innerleithen, the Traquair Forest is home to some of Britain's most popular mountain bike trails and currently plays host to regional, national and international events.

An uplift would provide an excellent opportunity to make mountain biking in the region more accessible and enable the area to host more international downhill championships (those that currently only use venues with uplift facilities). FCS plans for Glentress include a significant number of holiday lodges and this

facility would provide another attraction to encourage people to stay in the lodges as it would provide more variety and a wider range of experiences for the visitors. Without this new facility, or a similar type of high profile addition to refresh the mountain biking product, the South of Scotland will start to lose its profile and draw as a key mountain biking destination, especially for the markets in the north of England.

The uplift project that is proposed has the additional feature of an all-weather toboggan run adding a new tourist facility to the area and broadening its outdoors appeal. The success of this project would also encourage further investment in the town and surrounding area.

RESORT DEVELOPMENT

More than 300,000 visitors come to Glentress each year, the majority of whom are day visitors. The Tweed Valley is currently understocked with accommodation providers so an opportunity lies in accommodation investment. This may take the form of a Velotel (a cyclists hotel, or similar) in Innerleithen. However, there are also opportunities for bunkhouse/hostel accommodation, bed and breakfasts and self-catering facilities. If approved, FCS Glentress Masterplan will include 'Peel village', an arrival building, a main building and up to 90 cabins for accommodation. Additional parking, trailheads and routes are also being considered.

MOUNTAIN BIKING INNOVATION, SKILLS AND EDUCATION

Scottish Enterprise (supported by SportScotland and Edinburgh Napier University) are working to establish Glentress as a centre for Mountain Bike excellence. This would include a centre of academia, skills training and community learning similar to Snowpolis in Finland: www.snowpolis.fi/. There is also an opportunity to build on the Borders College BASE Mountain Biking course in order to attract more riders to the area and potentially encourage more MTB related business start-ups.

PROJECT 2 – MOUNTAIN BIKING – DEVELOPING A WORLD-CLASS PRODUCT

	RESOURCE	LEAD (SUPPORT)	TARGET (ACTIVITY/OUTPUT)	TIMESCALE	OUTCOME MEASURED BY:	BENEFITS REALISED: OUTCOME (TO 2023) MEASURED BY:
Project 2 – Mountain Biking – Developing a World-Class Product						
7stanes mountain biking network and Mountain Bike Uplift	£5.5M	FCS / SE / SBC Community/ SBC / SE partnership	Development Appraisal. Design Vision and Technical Briefs. Site / Product Development (phased) No. of MTB routes. Creation of new routes. Number of MTB attractions.	September 2016	New mountain biking products and experiences are developed. Measured by: No. of visitors. GVA/ jobs created.	Recreational, retail and cultural opportunities are maximised.
Tweed Valley resort development	£5M	Private sector/ Joint venture	Caerlee Mill redevelopment. Velotel (or similar) No. of bed spaces.	September 2016	New tourism business investment in the Tweed Valley. Measured by: No. of business relocations. GVA/ jobs created.	Activity is increased in key local sectors, including tourism and food and drink. New businesses are attracted to the Scottish Borders.



photo credit: Paul McLaughlin

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PROJECT 3 – ECONOMIC DEVELOPMENT STRATEGY FOR THE M74 CORRIDOR AREA

The M74 corridor area within Dumfries and Galloway has been identified as a priority development zone. The context for this focus is the convergence of core connectivity infrastructure along the route of the motorway, set against the background of the closure and decommissioning of the former nuclear power station at Chapelcross near Annan, which is nearing its care and maintenance phase and will result in significant job losses from the local economy. SE and DGC officers have worked together to scope the basis for a commission to develop an Economic Strategy for the M74 Corridor.

PROJECT AREA

The study area broadly extends from Carlisle to Moffat following the line of the M6 / M74 motorway through the district of Annandale in Dumfries and Galloway. It should encompass an approximately 10 mile band east or west of the road route. The topography of the land area naturally creates a confluence of other national infrastructure assets, namely the West Coast Main Rail Line, the electrical National Grid main interconnector

between Scotland and England, gas and ethylene transmission pipelines, and the infrastructure belonging to several carrier class telecoms network operators. The region remains predominantly rural despite the presence of this connecting infrastructure, which largely conveys traffic and services between the conurbations of central Scotland and northern England. These conurbations represent a potential market of approximately 20m people within two hours travel time of the area.

THIS PROJECT AND ITS OBJECTIVES

As part of their remit to deliver sustainable economic development SE and DGC, the partners, wish to undertake a comprehensive study of the opportunities and challenges pertaining to the target development area. The principal aim of the study is to set the grounds and vision for maximising the economic development potential of the area over the 20 year time horizon of the new Local Development Plan (LDP).

To do this the study should encompass:

- A review of infrastructure assets within and at either end of the north-south corridor (including, for the avoidance of doubt, within the neighbouring local authority regions), and their capacity to support future development.
- A review of the existing industry base including the relative importance of key sectors and the strengths, weaknesses, opportunities and threats affecting the different sectors, also including cross boundary influences from neighbouring regions.
- Identification of existing market opportunities and potential new market or industry sector opportunities.
- For identified opportunities, consider commercial viability, achievability and quantify potential economic benefits (additional GVA, new jobs).
- Due consideration of the constraints on opportunities by projected demographic trends and conversely demographic changes needed to support achievement of anticipated economic development.

PROJECT OUTPUTS

A consolidated economic strategy and master plan, detailing the pathways to achievement of short, medium and longer term goals and opportunities identified through the study phases of the work.

The strategy will be based on the completion of the following:

- A Baseline Study.
- An investigation into Indigenous Industry Sectors Options, together with high level assessments of dependencies, anticipated investment required to achieve potential goals and the economic benefits realistically achievable.
- An investigation into potential New Industry Sectors Options for the region, also with high level assessments of dependencies, investment estimates, and economic benefits.
- Production of a holistic strategy collating the various, realistically achievable, opportunities identified into a coherent vision for the development of the M74 corridor over 5, 10 and 20 year time horizons.

PROJECT 3 – M74 CORRIDOR STRATEGIC DEVELOPMENT MASTERPLAN

	RESOURCE	LEAD (SUPPORT)	TARGET (ACTIVITY/OUTPUT)	TIMESCALE	OUTCOME MEASURED BY:	BENEFITS REALISED: OUTCOME (TO 2023) MEASURED BY:
Project 3 – M74 Corridor Strategic Development Masterplan						
Strategic Masterplan Study to evaluate collaborative development opportunities with partner regions.	£250k	DGC/ SE/ SG/ NDA/Carlisle and Cumbria councils	A quasi-Strategic Development Plan spanning the cross border region.	2014	Supplementary Planning guidance adoptable by the respective authorities.	Development proposals taken forward and inward investment.
Energy sector developments at Chapelcross and / or Eastriggs	Potentially £Millions	Private Sector	Transnational scale, Centre of Excellence in multiple sustainable energy Generation and Storage technologies.	2020	Installed generating and storage capacity.	Replace / exceed jobs lost from the decommissioned nuclear facility at Chapelcross. Public sector constraint payments saved from renewables generators.

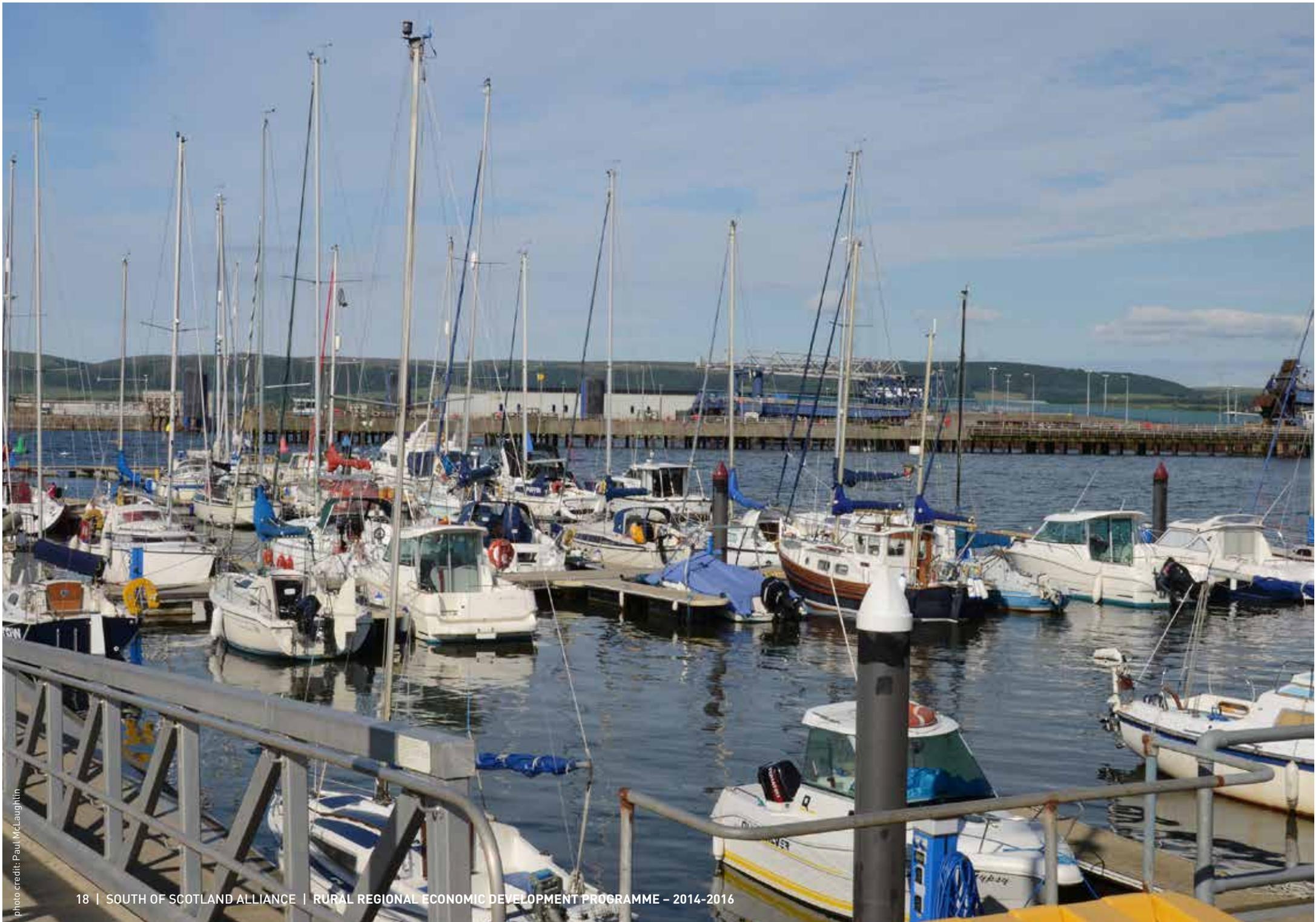


photo credit: Paul McLaughlin

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PROJECT 4 – STRANRAER WATERFRONT

Stranraer Waterfront Urban Design Strategy and Masterplan (and associated Development Brief) sets out a strategic vision 'To reposition Stranraer and Loch Ryan as a distinctive and successful marine leisure destination'.

The regeneration proposals set out the vision to develop an attractive seaside town and a high quality service hub for residents, businesses and visitors. To achieve this public, private and community partnerships will be required to attract investment to:

- Promote Stranraer as a gateway to Scotland and a visitor destination.
- Develop an attractive seaside town and a high quality service hub for residents, businesses and visitors.
- Develop Stranraer/Loch Ryan as a centre of excellence for marine leisure and green tourism.
- Make the waterfront a place where people choose to live, work, play and visit and create opportunities for new business, retail and leisure developments.
- Create new business and employment opportunities.
- Foster and strengthen community cohesion.

The ongoing delivery of this regeneration vision for Stranraer and Loch Ryan (and indeed wider South West of Scotland) is being progressed on the back of significant national government and council investment for roads and water infrastructure and the town centre and marina development. In total this amounts to in the region of £60m of committed investment. There are two strategic projects within the wider programme which are now at the stage of detailed development and delivery and are key to delivering successful and sustainable regeneration: the development of Stranraer Marina and the redevelopment of the East Pier (the former ferry site) into a mixed use site for complementary business, housing, retail and leisure uses.

STRANRAER MARINA

Building on national and international tourism and water sports research, the Stranraer Marine Leisure Study and Infrastructure Delivery Plan (Leigh Fisher Management Consultants, September 2012) provided clear evidence of demand for marine activities in Loch Ryan and detailed a range of investment required to maximise the potential of the Loch for sailing and marine tourism. This included initial public realm projects which have been delivered by the Council. The key

investment now required is to provide the Infrastructure from which to grow the scale of the marina. This is the provision of a new breakwater and additional pontoons (and associated on shore facilities) at an indicative cost of £3.8m.

EAST PIER REGENERATION

The Stranraer Waterfront and East Pier Design Brief has been developed to guide the regeneration of the 17ha former terminal site on the East Pier in Stranraer. This based on a mixed use approach which will include retail, commercial leisure, housing and new business and employment space. The majority of site is owned by Stena Line UK with associated Council land also part of the development site. The regeneration is being progressed under the terms of the Memorandum of Understanding (MOU) between the two parties. The MOU sets out the intentions of the Parties to work collaboratively and transparently for their respective interests to regenerate the Stranraer Waterfront and create wider positive regenerative impacts in the town. To support this a marketing strategy has been developed and agreed which aims to generate interest capable of fulfilling the masterplan aims and test the level of demand and commercial opportunities. This market testing process will be carried out by the end of June 2014 with a view to securing a lead developer by the end of October 2014.

The Design Brief and an initial review of services into the site have identified the potential need for public sector investment in infrastructure to facilitate development of the site through private sector development. This is essentially forming new access into the site(s) ensuring linkages to the town centre and marina along the wider waterfront and upgrading core services and utilities. This would be on the basis of initial investment being recouped from the private sector in due course through developer reimbursements and clawback arrangements.

NEXT STEPS

In order to develop a more detailed investment proposal, a market appraisal and economic impact assessment is being progressed. This work will demonstrate further the economic benefits to be accrued from the delivery of the strategic projects outlined above and build the case for potential funding contributions from Scottish Government and Scottish Enterprise.

PROJECT 4 – STRANRAER WATERFRONT

	RESOURCE	LEAD (SUPPORT)	TARGET (ACTIVITY/OUTPUT)	TIMESCALE	OUTCOME MEASURED BY:	BENEFITS REALISED: OUTCOME (TO 2023) MEASURED BY:
Project 4A – Stranraer Marina						
Marina Infrastructure	£3.8M	DGC/SE/ Crown Estates	Development of Business Case. Design and delivery of additional breakwater. Phased expansion of 180 additional marina berths / pontoons.	September 2016	Creation of high quality marina and marine leisure base. Investment in essential marine infrastructure. Measured by: No. of marina users. No. of new businesses. Jobs created. Increased visitor spend.	The economic development potential of Stranraer and Loch Ryan is maximised. Creation of high quality marina and marine leisure base. Increased visitors to the South West of Dumfries and Galloway. Growth in tourism and marine related jobs and businesses.
Project 4B – East Pier Redevelopment						
Site Servicing	£2M	DGC/SE/ Private Sector	Improved access to the site. Improved physical linkages to the town centre and marina. Provision of essential services.	September 2015	Redevelopment of a brownfield former industrial site Inward investment. Measured by: Number of new business start ups. GVA/ jobs created. Level of private sector leverage £	The economic development potential of Stranraer and Loch Ryan is maximised. Increased visitors to the South West of Dumfries and Galloway. Physical regeneration of a former industrial site to provide growth in local jobs and businesses for the Stranraer and South West of Dumfries and Galloway.



photo credit: Jason Baxter

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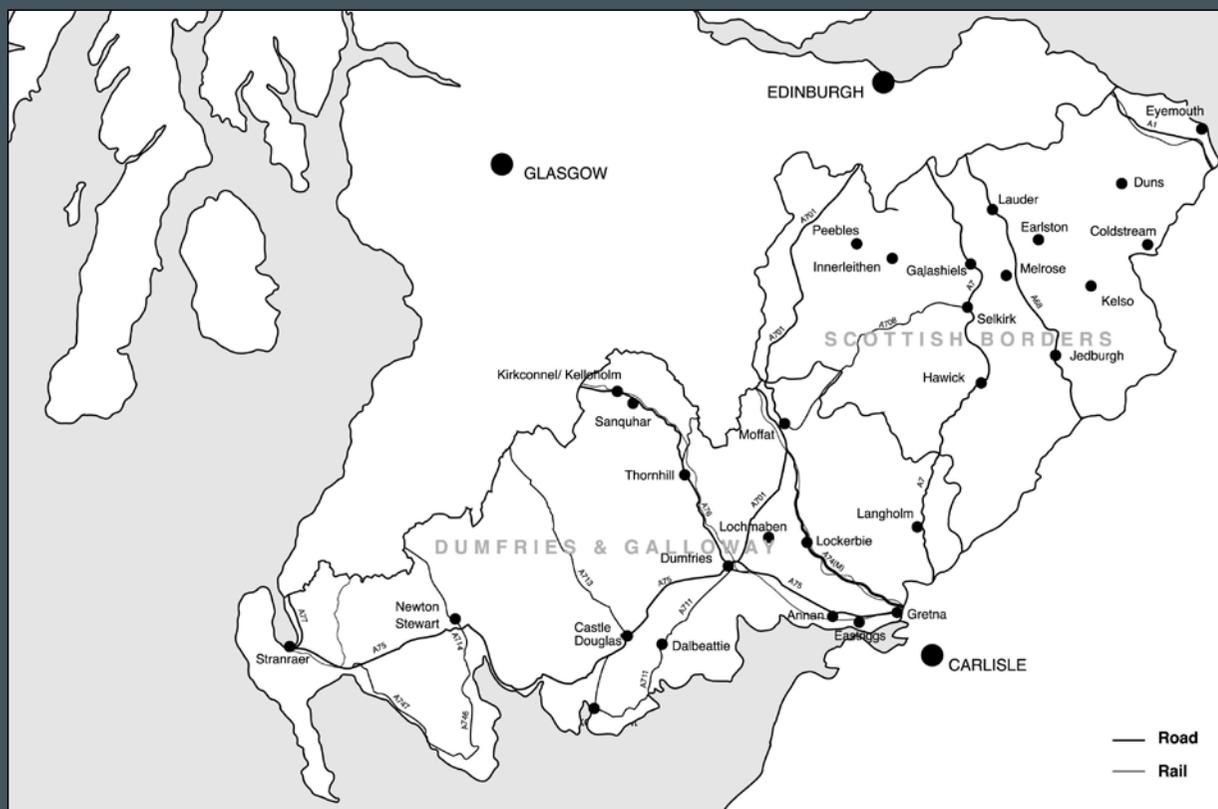
SCOTTISH ENTERPRISE STRATEGIC THEMES – RURAL FOCUS

Innovation, leadership and internationalisation are at the core of Scottish Enterprise's strategy and business activity. These strategic themes have often been difficult to take forward effectively in rural areas, for a variety of reasons. However, the Alliance recognises the importance of these themes and wants to develop more effective approaches for delivering them in rural areas such as the South of Scotland.

- **Improving rural innovation** by addressing weaknesses in rural businesses engaging with the Scottish Innovation System. Partners will work with key bodies to identify rural businesses with an ambition and potential to grow through increased innovation. Supported by SE, Interface and EU Funds (SRDP and ERDF), partners will:
 - facilitate knowledge sharing between businesses, and between businesses and academia;
 - facilitate project implementation and successful completion.

- **Investing in Leadership Development and the Ambition** of companies has a significant impact on company performance. Alliance partners will seek to raise the ambitions and business investment in leadership development across a wider segment of the business base.
- **Encouraging Internationalisation.** Companies that are involved in international and exporting activities are much more likely to have a higher median GVA. Alliance partners will seek to encourage a significant increase in companies across the South of Scotland considering and investing in the 'internationalisation' of their activities.

The Alliance partners will work together to ensure that these existing programmes and initiatives are used more effectively in the South of Scotland to support our business base.



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ALAN MANTHORPE

South of Scotland Alliance

Council Headquarters | Newtown St Boswells | MELROSE | TD6 0SA

tel: 01835 824000 ext: 5914 | email: alan.manthorpe@scotborders.gov.uk

National Records for Scotland: 2012-Based Population Projections

Joint Report by SBC Service Directors: Strategy and Policy, and Regulatory Services

Community Planning Strategic Board

11th September 2014

1 PURPOSE AND SUMMARY

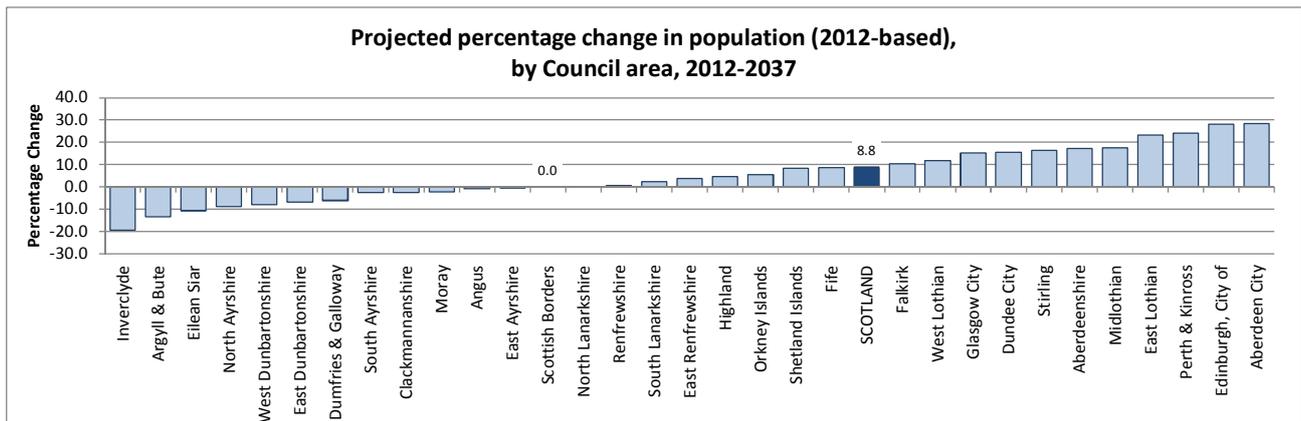
- 1.1 **This report provides an explanation of the National Records for Scotland (NRS) 2012-based Population Projections for the Scottish Borders, as well as a brief overview of the NRS 2012-based household projections.**
- 1.2 The report highlights the concerns arising from the projections in relation to the demographic trends for the Scottish Borders, and sets these within the wider economic and social context. The latest projections show that over the next 25 years, Scottish Borders will see no net change in population, a change from projections made in 2010. In the main, this is due to decreased net migration and fewer births. This could have some substantial impacts on the future of services provided by SBC and its partners, which were planned around previous projections.
- 1.3 The report also highlights the projections in relation to household numbers. Whilst an increase in the number of households is still projected for both Scotland and Scottish Borders, these increases are not as great as previously projected.
- 1.4 However, these projections are based on assumptions relating only to demographic trends and do not take account of some key factors that could have a positive impact such as a general improvement in the national economic situation and the Borders Railway.
- 1.4 The report considers potential responses from SBC and its Community Planning Partners to the issues raised by the projections, including a focus on economic development and inward investment.

2 RECOMMENDATIONS

- 2.1 **We recommend that the Strategic Board:**
- a) notes the 2012 based NRS population projections and household projections;**
 - b) considers the wider context for future population trends;**
 - c) considers the appropriate responses, as Community Planning Partnership, to the issues raised by these projections.**

3 POPULATION PROJECTIONS

- 3.1 Population projections are used to inform future strategy and provide a form of 'early warning' if current population trends continue.
- 3.2 The NRS produces population projections every two years based on trend information over the most recent 5 year period related to natural change (births and deaths) and migration. The NRS states "*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 government.*" This means, for example, that the potential impact of the Borders Railway on the Scottish Borders population is not directly included in the projections.
- 3.3 The latest 2012-based NRS projections predict that, between 2012 and 2037, Scotland's population will increase by 8.8%. However, the NRS projects that there will be no net change in the Scottish Borders' population over the same period. Most of the projected growth is expected to happen in the large city authorities, with more rural areas such as Dumfries and Galloway, Argyll and Bute, and the Ayrshires expected to have a population decrease. The graph below shows the projected percentage change in population for the Scottish Council areas and Scotland.



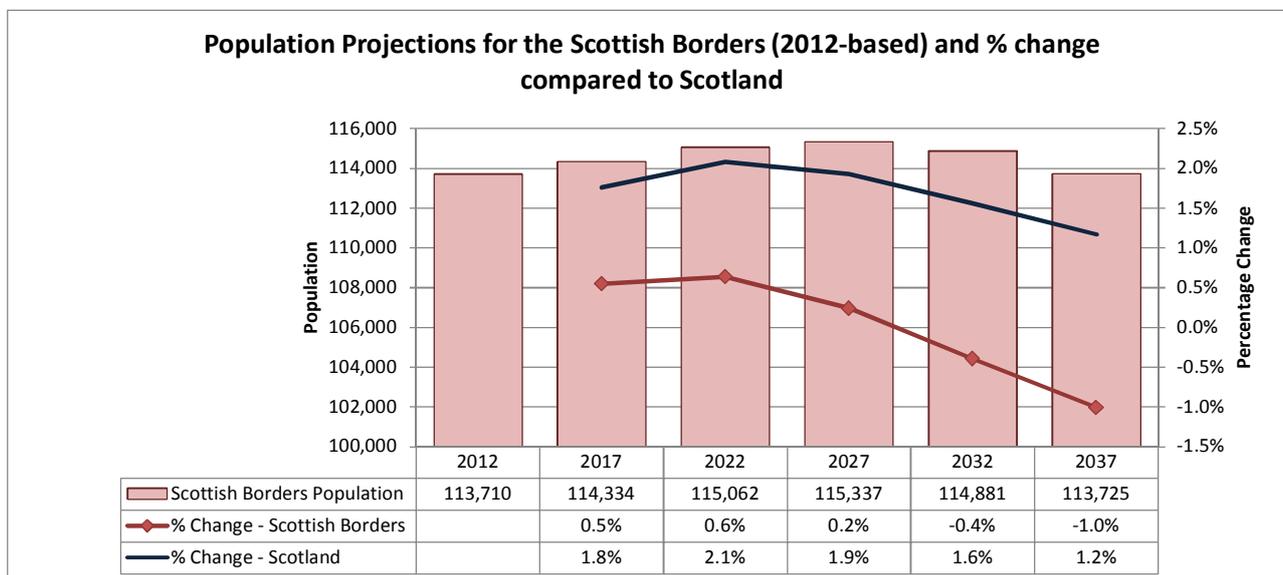
- 3.4 This is a marked change for the Scottish Borders from the 2010-based projections. The table below compares the 2010 and 2012 based population projections for both Scotland and the Scottish Borders, showing the components of the population change from natural change and net migration. Between 2012 and 2037 the NRS projects that the natural change for the Scottish Borders will decrease by 6.5% (compared to a smaller decrease of 3.4% in the 2010-based projections), and the net migration will increase by 6.5% (compared to a previous anticipated increase of 14.0% in the 2010 projections). These changes result in a reduction of the projected population from a 10.6% increase from 2010-35, to a flat projected population from 2012-37.

AREA	TIME FRAME	Natural Change	Net Migration	Percentage projected population change
SCOTLAND	2010-2035	1.3	8.9	10.2
	2012-2037	1.6	7.2	8.8
Scottish Borders	2010-2035	-3.4	14.0	10.6
	2012-2037	-6.5	6.5	0.0

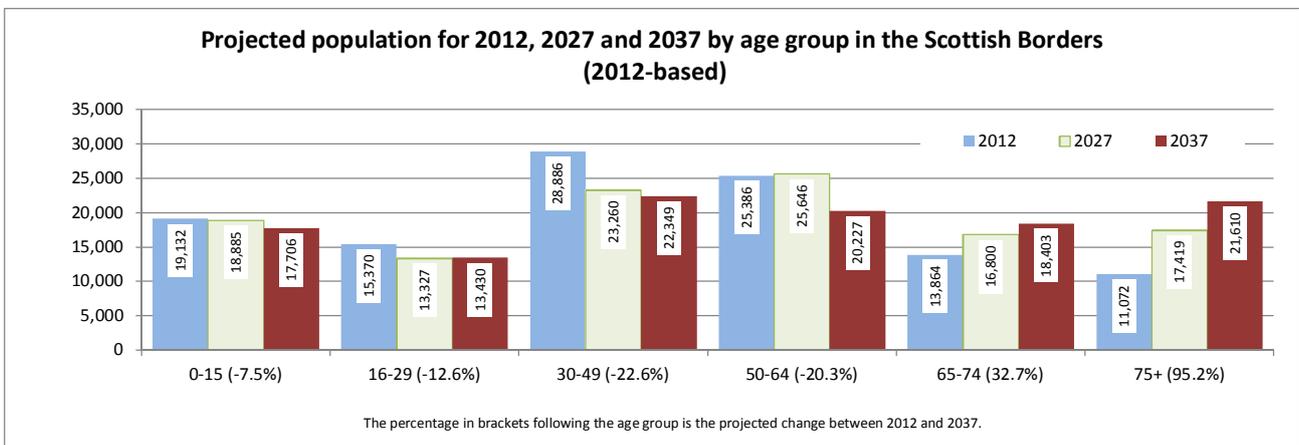
Source: NRS

- 3.5 The overall flat population projection for the Scottish Borders includes:
- an increase to 115,337 in 2027;
 - a subsequent decrease to 113,725 in 2037.

The graph below shows the total population projection (2012-based) by 5 year interval between 2012 and 2037 and the percentage change between the 5 years for both Scottish Borders and Scotland.



- 3.6 Between 2012 and 2037 (see table below) the NRS projects that there will be a 95.2% increase in the number of people aged 75 or older in the Scottish Borders. There is also projected to be a significant increase in the numbers of people aged 65 to 74. However, the number of people aged under 65 is expected to decrease. Working age population (16-64) is projected to decline by over 13,500 or 20%.

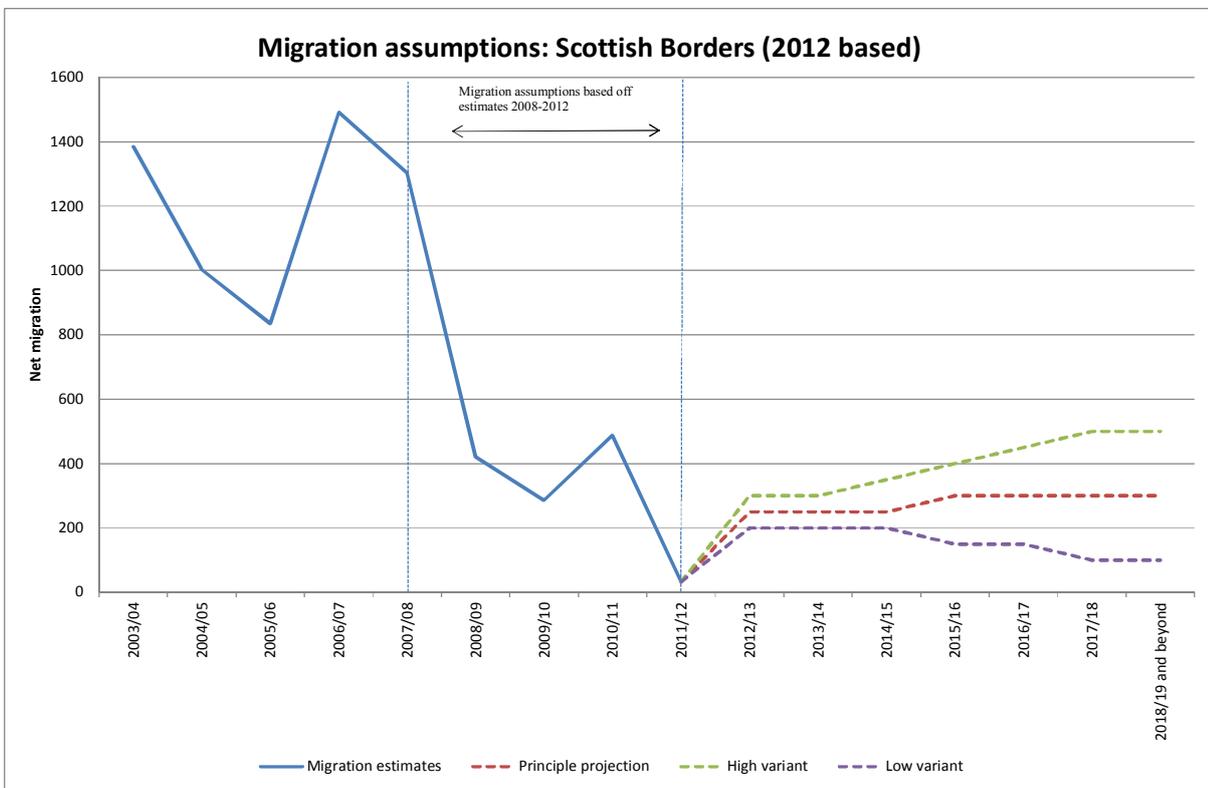


4 KEY CHANGES FROM 2010 PROJECTIONS

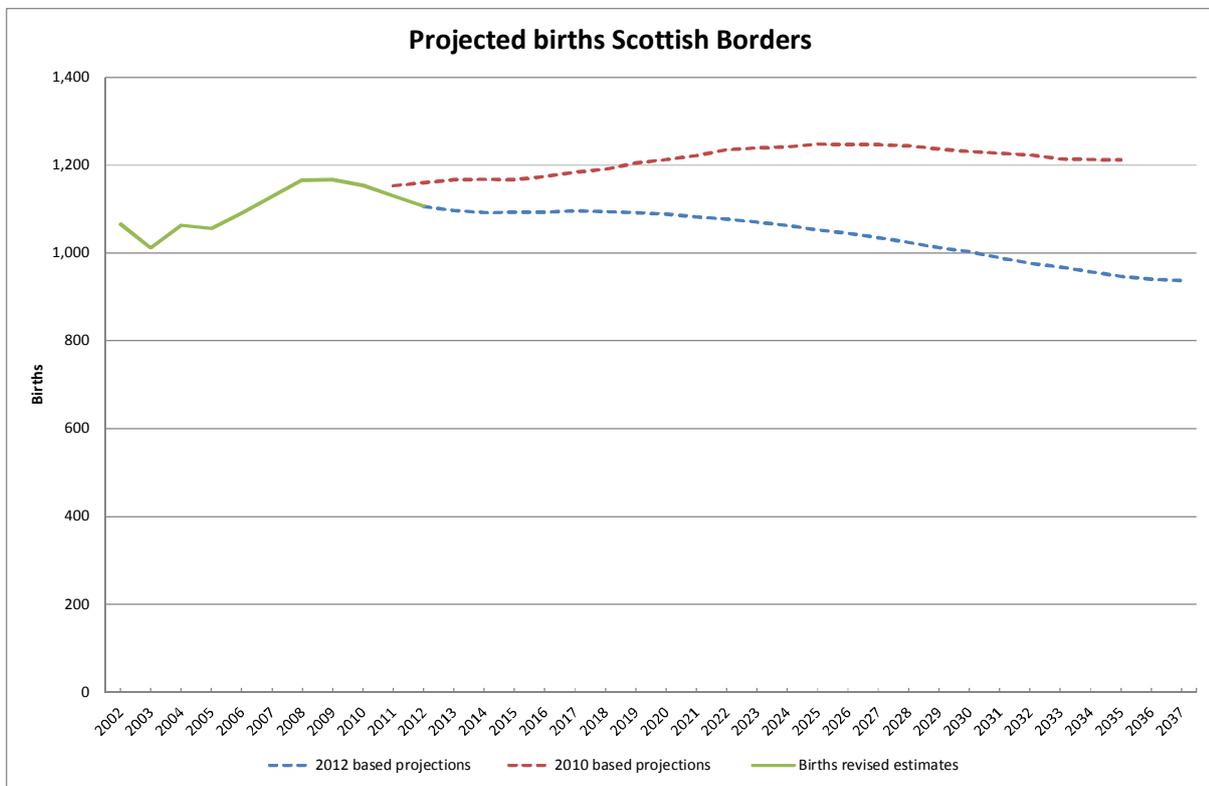
4.1 The main changes for the Scottish Borders between the 2010 and 2012 projections are:

- Lower projected long-term annual net migration in the 2012-based projection: +300 in 2012-based compared with +600 in the 2010-based projections. Net migration to Scottish Borders has decreased in the five year period to 2012 compared with the five year period to 2010;
- Impact of rebasing the population estimates by age after the 2011 Census – while the total population at mid-2011 was revised up by 730 for 2011, the population for females and males in younger age groups, especially those aged 20-24, were revised downwards;
- Fewer births have occurred since 2008 resulting in fewer projected births;
- These three changes have worked together to give a lower projected population in the 2012-based projections and have resulted in fewer people projected in younger age groups - the biggest impact has been from lower assumed net migration per year in the long-term.

4.2 The long term migration assumption used in the 2012-based projections for Scottish Borders was +300 which compares with +600 used for the 2010-based projection. The lower assumption is due to a combination of lower migration estimates for Scotland Borders from 2008 to 2012 (over the period of the financial crisis). There is also a negative impact of constraining to the national projection results. The graph below shows the migration assumption used for the 2012 projections for the Scottish Borders. It shows the sharp estimated decline from 2006/7 and the principal projection along with the high and low projections. It is important to note that there was more net migration in the 5 years prior to 2010 compared to 2012.



- 4.3 The above graph also illustrates the range in migration assumptions. The principal projection is that used in the NRS projections. The high variant and low variant projections show the range of 'realistic' assumptions in relation to this key factor. Taking the high variant assumption on migration would lead the population of Scottish Borders being projected to rise to about 119,400 by 2037 (a 5 per cent increase). Under the low migration variant projection the population of Scottish Borders is projected to decrease over the 25 years (by -5 per cent). It is projected to fall from around 113,700 in 2012 to around 108,500 in 2037.
- 4.4 The projected change in migration also has an impact on the projected change in number of births for the Scottish Borders. The graph below shows difference between the 2010-based and the 2012-based projected births. As with migration the NRS provides a range of variants that lead to growth of 3% in the population under the high fertility variant, or population decline of -2% under the low fertility variant.



5 NRS 2012-BASED HOUSEHOLD PROJECTIONS

- 5.1 New forecasts for *household* numbers in Scotland were released on 30 July 2014. In Scotland, the overall number of households is still projected to increase by 17% between 2012 and 2037, but the previous 2010-based projection had shown an increase of 23% over a similar period. NRS have stated that the difference is a result of the 2012-based projections using new outputs from the 2011 Census, and the increase in young adults living with their parents or other adults rather than creating one-adult households. The methodology also feeds population figures into household projection calculations. Therefore the previously identified causes for population projection changes (lower projected net migration; rebasing population estimates; fewer births) should also have an impact.
- 5.2 In the Scottish Borders, the number of households is projected to increase by 7% from 52,700 (2012) to 56,600 (2037), an average of 156 a year. The previous projections (2010 based) showed a 17% increase over a similar period to 61,900.
- 5.3 Figures have also been produced to show how different levels of migration assumptions might affect household numbers. In the Scottish Borders a high migration variant would increase household numbers to 2037 by 12% to 58,900, whilst a low migration variant would result in a 3% increase to 54,400.
- 5.4 The new projections will now feed into SBC's Local Development Plan 2 (likely to commence in 2015), and will have implications for both RSLs and private sector house builders, and an obvious knock on effect in the local economy.

6 POTENTIAL POPULATION IMPACTS

- 6.1 As noted previously, between 2012 and 2037, the NRS projects that there will be almost a doubling of people aged 75 or older in the Scottish Borders. There is also projected to be a significant increase in the numbers of people aged 65 to 74. However, the number of people aged under 65 is expected to decrease markedly.

- 6.2 Whilst these general trends have been understood from previous projections, the overall change from a *growing population* to one that is *projected to be static* overall for the 25 year projection period serves to exacerbate concerns for all community planning partners about the future viability of service delivery and additional pressures in terms of recruitment, capital investment, and in relation to the achievement of one of the SOA key priorities- Grow our Economy.
- 6.3 Concerns particularly centre around the projected reduction of school age and working age populations (a greater reduction than previously projected) and the increase in those people within the older age groups. This could have implications for the council and its partners on a number of issues including-
- School/college rolls and the provision of curriculum (including the development of the senior phase);
 - School estate viability;
 - Availability of workforce to enable economic growth;
 - Increased dependency on a declining working age population;
 - Increase in requirement for services related to the elderly.
- 6.4 The discussion above relates to the population projections for the Scottish Borders as a whole. There are likely to be differences across the area. By way of illustration, the table below shows the change in population from 2001 to 2011 for 7 towns within the Scottish Borders. This shows where there are already pressures both in terms of decline and growth.

Town	Town Population (2001 Census)	Town Population (2011 Census)	Population Change	% Population Change
Hawick	14801	14353	-448	-3.0%
Galashiels	12367	12967	600	4.9%
Peebles	8159	8376	217	2.7%
Kelso	6150	6859	709	11.5%
Selkirk	5839	5784	-55	-0.9%
Jedburgh	4136	4030	-106	-2.6%
Eyemouth	3479	3546	67	1.9%

No net population growth also presents challenges for the longer terms sustainability of our towns as service centres.

- 6.5 As indicated already, the population projections are based on assumptions related only to demographic trends. They do not include factors that are currently underway or initiatives that the Council and Community Planning Partners could undertake in response to the projections. For example, key initiatives that would be expected to influence future population levels are-
- 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 our Assisted Area Status (2014-2020)
- Scottish Government response to the South of Scotland Rural Regional Economic Development Programme, presented to the Cabinet Secretary in June 2014.

6.6 Key initiatives that the Council and its partners could consider include-

- 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 that 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.

Author(s)

Name	Designation and Contact Number
Erin Murray	Research and Policy Officer, SBC, 01835 825394
Martin Wanless	Forward Planning Manager, SBC, 01835 8250563
Sarah Watters	Corporate Performance and Information Manager, SBC, 01835 826542

Address:
18 George Street
Edinburgh EH2 2QU
Website:
www.audit-scotland.gov.uk

Telephone:
0845 146 1010
Email:
info@audit-scotland.gov.uk



Councillor David Parker
Chair of Scottish Borders Community Planning Strategic
Board
Scottish Borders Council
Newtown St. Boswells
TD6 0SA

21 July 2014

Dear Councillor Parker

As you will be aware, Audit Scotland recently visited Scottish Borders CPP to follow-up on the progress made since our audit in 2012. I am writing to you, as Chair of the Community Planning Strategic Board, to provide feedback from our visit.

We were encouraged to see the progress made by the CPP against its improvement agenda. The sense of energy and commitment among partners to driving this agenda forward was evident at the Joint Delivery Team meeting we attended in June.

It is clear that the CPP is taking action to address all of the areas in its improvement agenda. In particular, I would like to highlight the following:

- Partners are now taking more responsibility for the community planning process than at the time of our initial audit in September 2012. Changes to the governance structures of the CPP and the agreement of a small number of key priorities in the SOA have clearly been contributory factors to this change. We are encouraged to hear that partners are beginning to align the priorities of their own organisations with those of the CPP, and to identify where they can most effectively contribute towards them. The Joint Delivery Team, and the establishment of three new programme delivery teams, should help to target partnership activity towards these shared priorities.
- Partners are demonstrating more of a leadership role in the CPP. For example, the Chief Executive of Eildon Housing Association chairing the Future Services Reform delivery programme, and chief officers from various partner organisations leading on different aspects of the improvement agenda. Whilst some of this work is still at an early stage it nonetheless demonstrates a positive direction of travel.
- The work currently being undertaken to align the budgets of partners to the themes of the CPP is an important first step in identifying the resources available to deliver agreed outcomes. This should help to inform discussions between partners about the extent to which they can share or better target resources (including people, buildings and other assets) to deliver the shared priorities in the SOA. We will look forward to hearing more about how you are progressing with this work when we revisit the CPP in 2015/16.
- We heard during our visit of the work that is ongoing to develop a performance management framework for the partnership, and recognise the complexities of this. This is a critical development for the CPP, which is essential to enable it to monitor and evaluate progress and demonstrate continuous improvement.

As you know, we are planning to undertake a formal follow-up audit visit in 2015/16 when we will have a chance to review what further progress you have made since this year's visit.

If you would like to discuss any of these points further, please get in touch. The findings from our follow-up visit will help inform the next national community planning overview report that we are planning to publish towards the end of the year.

I would like to thank the Joint Delivery Team for inviting us to their meeting, the partners who gave up their time to speak to us, and Shona Smith for coordinating our follow-up visit.

Yours sincerely

;

Antony Clark
Assistant Director, Performance Audit and Best Value

cc. Tracey Logan, Chief Executive, Scottish Borders Council
Shona Smith, Communities and Partnership Manager, Scottish Borders Council

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