

**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 11 September 2014 at 2.00pm.

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- Present:- Councillors D. Parker (Chairman), S. Bell, C. Bhatia, J. Brown, M. Cook (from para.10); Mr T. Burrows (Eildon Housing Association); Mr D. Girity (Scottish Fire and Rescue Service); Cllr G. Edgar (SESTRANS); Mrs M. Hume (3<sup>rd</sup> Sector); Mr R. Licence (SBHA); Mr J. Raine, Dr D. Steele (NHS Board).
- Apologies:- Mr T. Jakimciw (Borders College); Chief Superintendent G. Imery (Police Scotland); Mr A. McKinnon (Scottish Enterprise); Ms R. Stenhouse (Waverley Housing).
- In Attendance:- Dr E. Bajjal (Joint Director of Public Health), Mr P. Barr (SBC Depute Chief Executive [Place]), Mr D. Cressey (SBC Service Director of Strategy & Policy), Mr R. Dickson (SBC Corporate Transformation and Services Director), Mr N. Istephan (Eildon Housing Chief Executive), Mrs J. McDiarmid (SBC Depute Chief Executive [People]), Clerk to Council.
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**MINUTE**

1. There had been circulated copies of the Minute of the Meeting held on 1 April 2014. As that meeting had been inquorate and had proceeded on the grounds of an informal meeting making recommendations to the Strategic Board, these recommendations required formal approval by the Board.

**DECISION**

**APPROVED the Minute - including the decisions recommended for approval - for signature by the Chairman.**

**DECISION MONITORING**

2. There had been circulated copies of a Decision Monitoring Summary Sheet for Board Meetings held from 29 November 2012 to 3 April 2014.

**DECISION**

**NOTED the decisions which had been completed and that, in relation to the Draft Single Outcome Agreement and Prevention Plan, the date should have read "completed 1 October 2013".**

**SUSTAINABLE TRANSPORT FRAMEWORK AGREEMENT**

3. There had been circulated copies of a briefing paper by the Corporate Transformation and Services Director providing details of progress on the sustainable transport framework agreement which was being developed covering all passenger transport services for use by all Community Planning Partnership organisations. It was intended that the agreement would be in place early 2015. The paper gave details of the purpose of the framework; the framework lots; potential benefits; provider information sessions; and community benefits/social value. Mr Dickson explained that while individual organisations would make savings, the benefit would be more joined up transport for the Borders public. In terms of the Borders railway, a significant amount of planning and working with bus companies on routes had been undertaken, although it was recognised that transport was still an issue for more

isolated rural communities. Three issues from the railway were transport for patients, private companies, and in the middle a mix of services and subsidies, which would evolve as transport demand changed. All this would be reported back through the Community Planning Strategic Board. While it would be preferable to have an integrated fare structure, this would be very difficult to set up due to the number of companies, but it would remain as an ambition for the future. With regard to transport links to Berwick upon Tweed station, this was a responsibility of the SBC Depute Chief Executive (Place) and was currently being investigated.

**DECISION  
NOTED.**

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

4. With reference to paragraph 7 of the Minute of 13 February 2014, there had been circulated copies of a report by the SBC Service Director for Strategy and Policy proposing an approach to presenting performance management information and progress updates for the Community Planning Partnership in order to assess how effectively it was addressing its priorities. By using the 'Grow Our Economy' theme to test this approach, an update on the Scottish Borders Economic Strategy 2023 was also provided. Mr Cressey gave a presentation and explained that one of the five recommendations for improvement from the Audit Scotland 2013 audit of Community Planning in the Scottish Borders was the need for the Partnership to develop a robust performance management framework, with the Partnership needing to identify key priorities, develop sufficiently challenging targets and monitor their progress. To take matters forward the Chief Executive of NHS Borders had agreed to be the Executive Sponsor and a Performance Sub-Group had been established. The 'Grow Our Economy' Priority had been addressed first in terms of performance management information to monitor progress. The National Scottish Local Authorities Economic Development (SLAED) Managers group had developed an economic performance framework and the Community Planning Partnership had recently approved an Economic Strategy and Action Plan (incorporating the SLAED framework) to set the direction of activity for the Community Planning Partnership. The Performance Sub-Group had concluded that one size did not fit all and that the performance frameworks developed for Reducing Inequalities and Low Carbon may be slightly different, although where possible work would be done to maintain a level of consistency.
5. Appendix 1 to the report gave a 2 page visual summary of the SLAED performance measures, followed by a more detailed presentation of each performance measure, including a description of the measure (what was being measured and why it was important); the trend over time and target ambitions; the Scottish position for the measure; commentary on current performance; and a key actions overview. Two additional measures had been included for the Borders – the number of new businesses through Business Gateway and the percentage of 18 to 24 year olds claiming Job Seekers Allowance. Appendix 2 to the report was an Economic Strategic Action Plan update. This was in a revised format linking the 4 strategic aims and actions to performance measures more directly. Whilst not always a perfect fit, this helped the Board to see the causal relationship between activity and impact on performance measures. However, direct attribution was extremely difficult in the economic context and many external factors and Community Planning Partnership actions may or may not affect wage levels, GVA, and employment rates, etc. In the discussion which followed, the Board was advised that new business start-ups were not directly linked to planning applications as most would not require planning permission, being small businesses. Mr Cressey advised that in terms of town centre retail spend and vacancies, the data related to the overall picture of the Borders, although a range could be shown in future e.g. at town level. As the Burnfoot and Langlee areas had been identified as priorities for the Community Planning Partnership, it was thought helpful to have data on these specific areas in future performance measures.

**DECISION**

**AGREED that:-**

- (a) **the CPP Joint Delivery Team would use the information to inform the work being undertaken within the Community Planning Partnership “use of resources” - which was also a recommendation in the Audit Action Plan – to ensure SOA priorities were being addressed effectively; and**
- (b) **the Performance Sub-Group would continue to develop appropriate frameworks, incorporating feedback, for Reducing Inequalities and Low Carbon priorities.**

**FUTURE SERVICES REFORM THEME GROUP**

6. With reference to paragraph 7 of the Minute of 3 April 2014, the Chief Executive of Eildon Housing, Chairman of the Future Public Services Group, gave an update on progress. Mr Istephan advised that while the Group had not yet formed, a number of pieces of work had been considered and some had already commenced. The Christie Report had been a good place to start for issues, outcomes, Community Planning Partnerships etc. There had been internal discussions at the CPP Joint Delivery Team and a meeting with the Scottish Government assigned Director was due to take place the following week. There was an extensive range of potential work for the Group, including a number of issues: estates – disposal and co-location; procurement and maximising community benefits; Health and Social Care Integration. The membership of the Group was yet to be determined but it was anticipated that there would be a core membership, with others invited to attend as required. The Board requested for their next meeting a paper from the Group on the draft programme of work, including specific outcomes.

**DECISION**

- (a) **NOTED the update.**
- (b) **AGREED that a paper from the Future Services Reform Group on a draft programme of work, including outcomes, be considered at the next meeting of the Board.**

**REDUCING INEQUALITIES THEME GROUP**

7. With reference to paragraph 4 of the Minute of 3 April 2014, the Depute Chief Executive (People) gave an update on progress. Mrs McDiarmid advised that there were 6 strands to inequality work: Employment and Income, Health and Wellbeing, Keeping People Safe, Housing, Skills and Attainment, and Accessibility. An in depth profile for each strand was being established so that an understanding could be developed to enable and inform the draft strategy, which would include an action plan and performance measures. An update on this work would be brought to the next meeting of the Board.

**AGREED that an update on the work of the Reducing Inequalities Group be considered at the next meeting of the Board.**

**SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP COMMUNITY ENGAGEMENT FRAMEWORK**

8. There had been circulated copies of a report by the SBC Chief Executive on a proposed Community Planning Partnership Community Engagement Framework, including supporting documents on a Community Engagement Framework 2014 – 2017, Preparing to Undertake Community Engagement, and A Guide to Consultation. The 2013 Audit of Community Planning in the Scottish Borders identified 5 distinct areas for improvement, one of which being community engagement, where the need to effectively co-ordinate community consultation was identified as a key area for development. While community engagement covered a number of levels of interaction, for the purpose of this work these were defined as: involvement, participation, consultation and information. The proposed Framework was then developed as three documents to support a wide variety of community engagement activity

whilst enabling effective and meaningful engagement, thus: Community Planning Partnership Community Engagement Framework, Preparing to Undertake Community Engagement, and A Guide to Consultation. The three could be used independently or together to support all levels of community activity. Members commented on the documents, and while recognising the work and detail included, did express concern about the slightly confusing nature of the three documents; advising a summary would be helpful; and suggesting that there could be different levels of interpretation around the levels of interaction, in particular the difference between consultation and engagement. Officers undertook to review the documents, with members of the Board having the opportunity to provide further specific comments prior to the Framework being re-considered at the next meeting of the Board. Mr Raine also suggested that there was a fair amount of expertise in the NHS on public consultation and it would be useful to tap in to that. The Scottish Health Council existed to ensure consultation by Health Boards.

**DECISION  
AGREED:**

- (a) that all members of the Board fed back comments to the SBC Strategic Community Engagement Officer on the Community Engagement Framework documentation by 10 October 2014; and**
- (b) the amended Community Engagement Framework documentation be circulated to members of the Board for final comment prior to the next meeting; and**
- (c) the amended Community Engagement Framework for the Community Planning Partnership be considered by the Board at its next meeting on 27 November 2014.**

**DRIVER TRAINING FOR OLDER PEOPLE**

9. With reference to paragraph 8(b)(v) of the Minute of 3 April 2014, in the absence of Chief Superintendent Imery, the Depute Chief Executive (People) advised of some information received from the Membership Secretary of the Borders Group of Advanced Motorists. For drivers over 25, the Borders Group could offer the same "Skills for Life" preparation for the Institute of Advanced Motorists Advanced Test as provided by the Young Drivers Scheme, but on approximately a one session per week rather than the full day once a fortnight approach as the Young Drivers Scheme. For elderly drivers, the Borders Group could also provide a similar set up, or alternatively, a single session assessment + feedback produced available from the Institute of Advanced Motorists. Information packs were available from the Borders Group for any interested parties.

**DECISION  
NOTED.**

**MEMBER**

Councillor Cook joined the meeting during consideration of the following item of business.

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

10. Mr Douglas Scott, SBC Senior Policy Consultant, gave a presentation on the Wood Commission report on Developing Scotland's Young Workforce, which had been published in June 2014. The Commission had been set up by the Scottish Government in January 2013 and was chaired by Sir Ian Wood. The recommendations from the report were being considered by the Scottish Government, but overall there was a broad consensus of support. The aim of the Commission was to aspire in Scotland to have a highly education, skilled and well-motivated young workforce; to tackle youth unemployment; to take advantage of economic growth sectors; and to meet the demographic challenge of a reduced working age population which needed to be economically successful to support the rest of the population.

The Commission's final report contained 39 recommendations, at the heart of which was the requirement for parity of esteem between academic and vocational education. Within the recommendations, there were 5 key themes:

- The establishment of a strong vocational education pathways approach for school students and young people
- More effective careers guidance
- A strong role for colleges working in partnership with schools, businesses, etc.
- A greater alignment of modern apprenticeships to local and national economic development
- Much more effective engagement of and support to businesses, in the development of vocational pathways and the youth workforce.

11. With regard to a vocational education pathways approach, the idea in the report was the development of effective Senior Phase vocational pathways for S4 school and above students. STEM (Science, Technology, Engineering and Maths) needed to be at the core of the plan. Schools and colleges would be expected to work in partnership to develop the pathways model. It was proposed that the pathways approach would feature prominently in the National Performance Framework, Community Plans and College Regional Outcome Agreements. The provision of more effective careers guidance would require a more comprehensive standard for careers guidance in schools which would reflect the involvement of employers and their role and input. This would mean increasing the capacity and understanding of teachers, and the re-vamp of the model of careers advice. The Curriculum for Excellence should also include the preparation of young people for work. The performance of schools on supporting vocational education should be monitored by the education inspection, review and quality improvement regime. To establish a strong role for colleges working in partnership with schools, businesses, etc., the 'new regional' Colleges would be expected to have a key role in the delivery of employment outcomes for young people and supporting local economic development. It was proposed that this be recognised and managed through the Regional Outcome Agreements. Modern apprenticeships were seen as an important part of the development of Vocational Pathways and should be focussed on supporting economic growth and areas of the labour market where the long term prospects of young apprentices would be greatest. A small business modern apprenticeship recruitment incentive package could be developed to equip and support smaller and micro businesses to recruit and train more young people.
12. Regional industry-led Invest in Youth groups could provide leadership and a single point of contact and support to facilitate engagement between employers and education, with business/school partnerships in each secondary school. Public bodies and local authorities could be exemplars in a national Invest in Youth Policy and this could be explicitly reflected in their published corporate plans. The enterprise agencies could introduce a new expert help service to assist the growing account managed companies develop youth appropriate recruitment, training and HR practices; top up financial support to those growth companies with a strategic growth project to include a youth employment dimension; and as a condition of their grant, those in receipt of Regional Selective Assistance grants should, where the circumstances were appropriate, commit to setting targets for youth employment as a percentage of their total workforce. Business Gateway growth clients could also be encouraged to consider opportunities for youth employment and could be potential targets for the small business modern apprenticeship recruitment incentive package. In terms of the way forward, it would be necessary to build on current activities; further develop strong and effective partner collaboration. SBC staff resource had been put in place to take forward the Wood Commission recommendations, and a Strategic Partnership Group was being established and a programme of work developed. An invitation would be sent to the 3<sup>rd</sup> sector to join this group, given their work with young volunteers.
13. The Board considered the potential resource implications and how best to take forward the recommendations. There was a lot of good practice in the Commission's recommendations

which would have been taken forward anyway and work was underway to establish a programme for areas of good practice which could be implemented straight away. SBC Depute Chief Executive (People), Mrs McDiarmid, advised that in terms of the specific recommendations relating to education, a dedicated Head Teacher was looking at senior education, specifically STEM, as well as careers advice. It was useful to work with Colleges in partnership, and this was already happening. There needed to be a definite link between schools and businesses as young people needed to experience jobs, with 14/15 year olds very receptive to this. Mrs McDiarmid further advised that parents with a wide variety of business/trade backgrounds had already come in to schools to speak to pupils.

**DECISION  
NOTED.**

**BORDERS YOUNG PERSON'S GUARANTEE**

14. There had been circulated copies of a report by the SBC Service Director Strategy and Policy with the draft Business Case for the Borders Young Person's Guarantee for approval by the Board, and for all partners to commit to supporting the objective of the project. The objective of the Guarantee was that, by April 2015, "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 included a breakdown of the number of young people who did not currently have a positive destination (126 out of 1175 school leavers), and also showed that the Scottish Borders had a disproportionately high number of young people who had left school and were unable to find work in the area. From December 2010, the Job Seekers Allowance claimant rate for the Scottish Borders had been greater or equal to the claimant rate for Scotland for those aged 16 to 24, in particular amongst those who had been unemployed for more than 12 months. The measures of success for the Guarantee would be: unemployment rates in the Scottish Borders for 16 to 24 year olds falling; employment rates for 16 to 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; and significant benefits within communities – breaking the cycle of poverty, inequality and poor outcomes. Mr Cressey confirmed that, although not specifically mentioned in the Business Case, private companies would be involved in the Guarantee. In terms of Modern Apprenticeships, trainees received an average of £10k per annum and received training/further support. It was difficult to evaluate costs as it depended on the nature of each post. The Guarantee would be considered by the Council at its next meeting, and other Community Planning Partners were being encouraged to have the Guarantee approved by their governing body. Within the 126 young people a smaller number would require greater support to transition from school to learning or work, which could be via Skills Development Scotland, and an employment support service. Any offer of training or work was not mandatory for the young person to accept. Work was currently underway with Young Borders to rethink how offers were being made to young people and how job profiles were being written to make them more acceptable and worthwhile. It was proposed that a project group be established which would develop a Programme Initiation Document (PID), an action plan, timetable for reporting with key responsibilities, a communications plan, and budget implications for the Community Planning Partnership.

**DECISION  
AGREED to:**

- (a) approve the Borders Young Person's Guarantee Business Case, as detailed in Appendix 1 to the report;**
- (b) commit to supporting the objective of the Borders Young Person's Guarantee; and**

- (c) **the establishment of a project team to take forward this work and for this team to report back on progress to the Board at its next meeting on 27 November 2014.**

### **TOWN AND COMMUNITY FRAMEWORK**

15. Mrs Sarah Watters, SBC Corporate Performance and Information Manager, gave a presentation with an update on Towns and Community Framework, which had originally come under the “Place and Communities” Community Planning Partnership theme. Mrs Watters gave details of the background of the work, and specifically ‘our experience in Eyemouth’. A series of open days, workshops and partner engagement had taken place, not trying to capture all actions as that would have been a large document and out of date immediately, but instead setting a vision, highlighting issues and opportunities, and allowing flexibility within a framework, rather than having a fixed plan. The draft document was tested in Community Open Days in February and March 2014, and the final draft document was due to be presented to the community at Open Days on 26 and 27 September 2014. In terms of lessons learned, it was vital to have adequate resources, as well as recognising that the framework would only ever be the tip of the iceberg. Having Community Planning Partner engagement at operational level provided an integrated overview of issues and opportunities, along with good engagement from the community. Additional time would be required if a community had no strong local groups. The Council and NHS Borders were currently working with Scottish Futures Trust to identify possible property related opportunities in Eyemouth, using the information collected in the ‘Town Framework’ process, with the focus on the former High School site, considering a range of potential future uses, with a range of partners. There was a new context moving forward – including the lessons learned from Eyemouth; Christie/Future Service Reform theme; Community Empowerment Bill; Public Bodies (Joint Working)(Scotland) Act 2014, and the recent Council restructure. The Council was currently creating an overview of Council activity in each main settlement and exploring a new approach for locally delivered Council services. The flexible Town Framework approach was being used 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 Community Planning Partners. A Towns Matrix gave a profile of each town based on key data sets, enabling a high-level comparison of towns, highlighting ‘need’, which helped identify priority towns. A Town Framework then identified issues and opportunities and a vision for the future, providing a robust vehicle for community engagement and buy-in. A Local Action plan could then be developed, with actions agreed with the community, which were for all partners to carry out, not just Community Planning Partners. However, resource realism was also need to be built in to ensure the Action Plan could be delivered.
16. Councillor Cook gave an insight into what had happened at Eyemouth, which had started with a top down approach by the Council. A lot of groups within Eyemouth wanted to set the pace as it was their town so the framework was seen as self-created by the town, including a higher degree of buy-in from the community. A series of opens days and engagements had been held and 6 “pillars” for Eyemouth had been developed, which would be tested with the community and if endorsed, this would give the community a template to take forward. There had been some issues with the framework being very town based, with some wanting a wider East Berwickshire area included. Some concern was expressed about how to deal with groups which may have vested interests in particular towns going in certain direction, so care would need to be taken that a framework would not get hi-jacked. Capacity could be an issue and it was vital that the community put forward some resources to make things happen. Mr Licence advised of the recent work in Kelso on the townscape heritage scheme which had involved a wide variety of community groups as stakeholders driving the work forwards. In terms of next steps, the Eyemouth work would continue with partner involvement – master planning, community hub, etc. The Council’s work on the matrix, service reviews and principles for local decision making/service delivery was ongoing, and more partner input would be sought once this work was at the next stage, with the Joint Delivery Team overseeing matters.

**DECISION  
NOTED.**

**OUTCOME OF SOUTH OF SCOTLAND ECONOMIC DEVELOPMENT PROGRAMME**

17. With reference to paragraph 5 of the Minute of 3 April 2014, there had been circulated copies of the South of Scotland Rural Economic Development Programme 2014 – 2016. Mr Douglas Scott, SBC Senior Policy Consultant, advised that the Programme had been presented to Cabinet Secretary John Swinney on 24 June 2014 on behalf of the South of Scotland Group, and he had agreed to look at it further. The Programme contained 4 major projects: Borders Railway/Central Borders Business Park; Mountain Biking – Refreshing a Work-Class Product; Economic Development Strategy for the M74 Corridor Area; and Stranraer Waterfront. The South of Scotland Group was looking to work with Scottish Enterprise to come forward with innovation. Councillor Parker further advised of the visit by the First Minister to the Borders on 20 August 2014. The Borders Business Park group was being led nationally by Scottish Enterprise, and that he and Councillor Bell were due to meet with the Chief Executive of Scottish Enterprise shortly to discuss the document. A copy of the Scottish Borders Business Week programme was issued at the meeting.

**DECISION  
NOTED.**

**NATIONAL RECORDS FOR SCOTLAND: 2012-BASED POPULATION PROJECTIONS**

18. There had been circulated copies of a joint report by the SBC Service Director Strategy & Policy and Regulatory Services providing an explanation of the National Records for Scotland 2012-based population projections for the Scottish Borders, as well as a brief overview of the 2012-based household projections. The report highlighted the concerns arising from the projections in relation to the demographic trends for the Scottish Borders, and set these within the wider economic and social context. The latest projections showed that over the next 25 years, the Scottish Borders would see no net change in population, which was a change from the projections made in 2010. In the main, this was due to decreased net migration and fewer births. This could have some substantial impacts on the future of services of the Council and its partners, which had been planned around previous projections. Between 20001 and 2011 the Scottish Borders experienced a 6.7% growth in population but this was not the same across all areas in the Borders – the variation ranged from +11.5% in Kelso to -3% in Hawick. The report also highlighted the projections in relation to household numbers, which were still being projected to increase, although not as much as previously. However, these projections were based on assumptions relating only to demographic trends and did not take account of some key factors that could have a positive impact, such as a general improvement in the national economy and the Borders Railway. The Council and its partners could undertake a number of key initiatives such as an enhanced promotion of modern apprentices to help retain young people within the Border and to provide trained employees to meet an increased workforce demand; targeted promotion of the Borders as a key inward investment location, making the most of infrastructure improvements, specifically broadband, mobile coverage, business premises and the railway; the promotion of the concept of the elderly as a positive asset than could contribute to the economic and social needs of the area, and the promotion of careers within the care sector; and enhanced promotion of Further Education and Higher Education provisions at the Scottish Borders Campus. Mrs Sarah Watters, SBC Corporate Performance and Information Manager, further advised that the figures would be reviewed in 2 years time by National Records for Scotland.

**DECISION**

**NOTED the 2012:based NRS population projections and household projections.**

**AUDIT SCOTLAND FOLLOW UP ON CPP PROGRESS FROM AUDIT IN 2012**

19. There had been circulated copies of a letter dated 21 July 2014 from Audit Scotland to Councillor Parker regarding the follow up visit to Scottish Borders Community Planning

Partnership (CPP) and providing feedback. Audit Scotland was encouraged to see progress made by the CPP against its improvement agenda, in particular the changes to the governance structures, the agreement of key priorities in the SOA by all partners, the alignment of priorities, the leadership role provided within the CPP by partners, work on the alignment of budgets , and the development of a performance management framework. A formal follow-up audit visit was scheduled for 2015/16.

**DECISION  
NOTED.**

**JOINT DELIVERY TEAM**

20. There had been circulated copies of the Minute of the Meeting of the Joint Delivery Team held on 13 August 2014.

**DECISION  
NOTED.**

*The meeting concluded at 4.10 p.m.*