

MINUTES of Meeting of the SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD held in Council Chamber, Council Headquarters, Newtown St Boswells on Thursday, 11th June, 2015 at 2.00 pm

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- Present:- Councillors J. Brown (Chairman), S. Bell, C. Bhatia, M. Cook; Mr T. Burrows (Eildon Housing); Councillor G. Edgar (SESTRAN); Mrs M. Hume (3<sup>rd</sup> Sector Interface); Mr A. McKinnon (Scottish Enterprise); Superintendent A. MacInnes (Police Scotland); Mr A. Perry (Scottish Fire and Rescue Service); Mr J. Raine (NHS Borders).
- Apologies:- Councillor D. Parker; Chief Superintendent G. Imery (Police Scotland); Mr T. Jakimciw (Borders College); Mr R. Licence (SBHA); Ms M. Peers (Berwickshire Housing Association); Dr D. Steele (NHS Borders); Ms R. Stenhouse (Waverley Housing).
- In Attendance:- Ms B. Allison (Scottish Government); Mr P. Barr (SBC Depute Chief Executive [Place]); Ms J. Davidson (NHS Borders Interim Chief Executive); Mr R. Dickson (SBC Corporate Transformation and Services Director); Ms L. Freeman (SESTRAN); Ms T. Logan (SBC Chief Executive), Mrs J. McDiarmid (SBC Depute Chief Executive [People]); Chief Inspector A. McLean (Police Scotland); Dr T. Patterson (Joint Director of Public Health – SBC/NHS); Mr D. Scott (SBC), Ms S. Smith (SBC); Ms M. Walker (3<sup>rd</sup> Sector); Ms F. Young (CJA); Clerk to Council.

1. **CHAIRMAN**  
In the absence of the Chairman (Councillor Parker), Councillor Brown chaired the meeting.
2. **ORDER OF BUSINESS.**  
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.
3. **MINUTE.**  
There had been circulated copies of the Minute of the Meeting held on 5 March 2015.

**DECISION**

**APPROVED the Minute for signature by the Chairman, subject to the word “ethereal” in paragraph 6 of the Minute being changed to “ephemeral”.**

4. **SCOTTISH BORDERS ECONOMIC STRATEGY 2023 - ACTION PLAN REFRESH.**  
There had been circulated copies a report by the SBC Service Director Strategy and Policy on the updated Action Plan for the Scottish Borders Economic Strategy 2023. The Economic Strategy set out the vision, strategic aims and objectives that would provide the focus for efforts to ensure sustainable economic growth for the Scottish Borders. The associated Action Plan set out in detail how the Community Planning Partnership would deliver the outcomes identified in the Economic Strategy. This Action Plan had now been updated and refreshed to reflect the progress that had been made in delivering actions. It also included new actions that responded to the changing economic demands of the area and the ongoing opportunities that had arisen. The detailed Action Plan was set out in Appendix I of the report. In response to a number of questions, Mr McGrath, SBC Chief

Officer Economic Development, advised that although the Strategy gave the ambition for 2023, regular updates would be provided as part of performance reporting. As actions were completed, once approved, they would be removed from the Action Plan. Part of the role of the Economy and Low Carbon Theme Group was to give partners the opportunity to consider priorities, and also to consider those actions which were currently identified as 'not resourced'. The SBC Chief Executive further explained that the CPP Joint Delivery Team was currently working on a joint resourcing plan which would be considered by the Strategic Board in due course.

#### **DECISION**

(a) **NOTED the positive progress made in relation to the actions in the Economic Strategy Action Plan.**

(b) **AGREED the refreshed Action Plan for the Scottish Borders Economic Strategy 2023, as set out in Appendix I to the report.**

#### **5. BUSINESS GATEWAY.**

5.1 The Chairman welcomed Mr Jim Johnstone, SBC Principal Officer (Business) - Economic Development, and Mr David Sanderson, Deputy Chairman of Hawico Scotland (Hawick Cashmere Co) to the meeting. Mr Johnstone gave a brief presentation on the background to Business Gateway, which had been established in 2001, and transferred to local authorities in 2007, moving in-house to Scottish Borders Council in October 2012. Business Gateway had strategic links with the Scottish Government Economic Strategy, Ambitious for the Borders 2012, and the Scottish Borders Economic Strategy 2023. Business Gateway offered a number of services including start up support and advice; growth support and advice; an enquiry fulfilment research service; workshops; access to public sector finance sources; and expert help for all businesses, not just start-ups. There were currently 5,325 businesses registered in the Borders and 95-98% of these employed 2 people or less.

5.2 Mr David Sanderson then gave details of the history of Hawico Scotland which had started in 1874 as the Hawick Hosiery Company in Trinity Mills, Hawick, and changed its name to the Hawick Cashmere Company in 1991 when it was the subject of a buy-out. In 1996 the Company employed 150 people, producing 90,000 units, and for a short time had operated from 3 sites. Now, with the recent name change to Hawico Scotland, the company employed 70 people producing 70,000 units from one site. Hawico was in private ownership with a £5m factory business size and had always been an exporter chasing hard currency. In the last 30 years there had been a world-wide rise in the popularity and distribution of cashmere products. Cashmere raw material all came from China and the Chinese had entered the market in 2004 (with costs 30% cheaper). With retail price varying between £75 and £750 for a garment, Hawico had gone for the upper end market at £350; this market required garments to be well made, have provenance, style and presentation. The company had chosen to supply eclectic retail shops but trade was declining so they had started their own retail distribution business, currently with 15 shops across the UK as well as in Switzerland, Germany, Japan and the United States. In manufacture, there had been a revolution in knitting over the last 24 years, with 2 major technology shifts, making it possible now to produce whole garment knitting (previously 4 pieces had had to be stitched together, then the neck added). This had allowed the company to maintain the direct cost, but had meant reducing staff. The company was the technological leader in the UK at present. In response to some questions, Mr Sanderson advised that the company had identified that, as it was supplying more to the consumer, it needed to get the message across to the consumer about products. They had met with Business Gateway staff and produced a marketing plan, with Business Gateway providing 30% of photography costs. The company intended to go interactive on the internet shortly, so superfast broadband would help, as they would be selling to customers around the globe. In terms of markets, the Middle East was a tough market as it was so hot and customers there tended to buy particular brands, which was the same issue as China.

The company operated in the luxury sector so only wanted a certain part of that market. They were trading well in Japan, and it was hoped this trend would continue in Asia. For the last few years, the company had taken on apprentices but these tended to be 20 year olds as they had found that some 16 year olds they had employed previously had failed to turn up for work or were easily led. There seemed to be a turning point for young people between the ages of 16 and 19 when they realised the commitment required in the world of work. Hawico had an efficient, productive factory so at the moment there were no plans to increase the size, but the aim was to grow the retail and online business which may require a rethink. Mr Raine commented on the importance of brand and 'Made in the Scottish Borders' label being synonymous with quality. The Chairman thanked Mr Sanderson for attending the meeting and providing such a detailed insight into Hawico Scotland.

**DECISION  
NOTED.**

**6. BORDERS RAILWAY BLUEPRINT: PROGRAMME UPDATE - MAY 2015.**

With reference to paragraph 5 of the Minute of 27 November 2014, there had been circulated copies of a briefing paper by the SBC Corporate Transformation and Services Director providing an update on the work on the Borders Railway Blueprint, updating on project progress under each key theme. Appendix 1 to the paper set out a full update. The main areas for progress related to the Borders Railway Prospectus website design, production and launch; the branded train promoting the Borders Railway; attendance at the VisitScotland Expo in April; tourism events; and display of the 'Great Tapestry of Scotland' at locations along the railway corridor, along with the completion of the design framework for the Central Borders Business Park at Tweedbank.

**DECISION  
NOTED the update.**

**7. ECONOMIC STRATEGY: PERFORMANCE UPDATE.**

There had been circulated copies of a report on SOA Priority 1 "Grow Our Economy Performance: June 205". Mrs Sarah Watters, SBC Corporate Performance and Information Manager, advised partners that when the Single Outcome Agreement was submitted to the Scottish Government in 2013, it contained 3 key priorities for the next 10 years, one of which was "Grow Our Economy". The report presented a range of performance measures for this priority and highlighted details on Gross Value Added (GVA), Employment Rate, Gross Weekly Earnings, New Business Start Ups, 3-year Business Survival rate, Working Age Population claiming benefits, Job Seekers Allowance, Working Age Population with low or no qualifications, Town Centres retail vacancy rate, and affordable housing units delivered. In response to questions, Mrs Watters advised that it was intended that performance on this Priority would be reported twice per annum. The calculation to establish GVA was incredibly complex and SBC Chief Officer Economic Development could provide further details on how it was calculated should members wish that information. Mr McKinnon further advised that should the GVA figure be erroneous, it would be the same across Scotland. In terms of the 3 year business survival rate, the date referred to in the report (2010/11) was the date the businesses started, therefore the figure was not out of date.

**DECISION  
NOTED.**

**8. PREVENT DEATH AND INJURY ON OUR ROADS - "SKILLS FOR LIFE"**

The Chairman welcomed to the meeting Chief Inspector Andy McLean – Police Local Area Commander, Mr John Cleland – ex-British Touring Car Champion and local businessman, and Mr James MacFarlane – Young Driver and member of the Institute of Advanced Motorists, who were present to give a presentation on the "Skills for Life" driving course aimed at young drivers. Mr MacFarlane, one of the young drivers who had

passed the course, advised that his training had taken place over 4 separate days in March and April 2015, using instructors from the Institute of Advanced Motorists, and he had noticed a marked improvement in his driving skills since then. 'Skills for Life' was aimed at 17 to 26 year old drivers and was about correcting habits and picking up skills which then became natural. Chief Inspector McLean advised that driving was the biggest single killer of young people in the UK. Every day in the UK, 23 young people (under the age of 25) were killed or seriously injured in vehicles. Most of these collisions were caused by bad driving – not the vehicle, the road, or the conditions. In 2014/15 in the Scottish Borders, 54 collisions involving young drivers had resulted in injury or a fatality. Since April 2015, there had been 11 fatal or injury collisions involving young drivers. Research conducted by Brunel University in London had shown that 70% of drivers who received advanced coaching showed significantly safer skills in a number of key areas, including speed, safe distances, observations, cornering, gear changing, seating position, and use of mirrors. The initiative offered advanced driver training for young drivers, allowing them to complete the Institute of Advanced Motorists' 'Skills for Life' advanced driving course and becoming a qualified advanced driver. The course cost £149 and that amount was refunded to drivers once they had passed, so essentially the course was free. Chief Inspector McLean was looking for help from partners to publicise the course and/or consider providing their employees with time off to complete the course during working hours. Mr Cleland spoke of the current driving test being out of date, in that it did not test all aspects of driving such as overtaking, motorway driving, driving in the dark, or driving in winter conditions. Businesses needed to be aware – often new employees would be trained in how to operate machinery, but not how to drive vehicles as part of their employment. The idea behind the initiative was that young drivers were more receptive to learning – 750 young drivers passed their tests in the Borders each year. SBC Depute Chief Executive (People), Mrs Jeanette McDiarmid advised that she would work with Chief Inspector McLean on an Action Plan on reducing death and injury on Borders' roads. Dr Tim Patterson, Director of Public Health, further advised that he would arrange for details of the course to be included in the planned public health communications plan.

**DECISION  
AGREED:**

- (a) to encourage all partner organisations to publicise the 'Skills for Life' course and, where practical, provide support to their employees to allow them to participate; and**
- (b) that Chief Inspector McLean and SBC Depute Chief Executive (People) would work together to produce an Action Plan to reduce death and injury on Borders' roads.**

**9. SCOTTISH FIRE AND RESCUE SERVICE - STRATEGIC PLAN 2016 - 19  
ENGAGEMENT.**

- 9.1 There had been circulated copies of a report by Audit Scotland on the Scottish Fire and Rescue Service as background information to the presentation by Local Senior Officer for Mid and East Lothian and the Scottish Borders, Alasdair Perry, on developing the Scottish Fire and Rescue Service Strategic Plan 2016/19. The Scottish Fire and Rescue Service (SFRS) came into being in April 2013, with a revenue budget of £259m, a capital budget of £25.3m, operating from 357 stations across Scotland. The Service employed 8,315 staff – 3,875 whole-time operational, 2,952 retained, 229 control, 864 support, and 395 volunteer. The Scottish Government set priorities and targets for SFRS in the National Fire and Rescue Framework, and this was used by SFRS to develop its own Strategic Plan, which required Ministerial approval. Legislation required a 3-year Strategic Plan, so a new Plan was required for the period April 2016 to March 2019. Local Fire and Rescue Plans would be reviewed and revised in 2016 following publication of the Strategic Plan 2016/19. In terms of a timeline, a local and national stakeholder engagement period was underway in May/June 2015, with the SFRS Board due to agree a draft Strategic Plan in

September 2015 for consultation. This formal consultation period would run from October to December 2015, following which a Strategic Plan would be submitted for Ministerial approval in February 2016. The current stakeholder engagement exercise was looking for responses to the following questions:

- What are the key strengths of the SFRS?
- As a local partner, what are our shared challenges and opportunities?
- What do you think SFRS can do to help improve matters at local partnership level or nationally?
- What really matters to our local communities?

9.2 LSO Perry referred to a SRFS media plan on the prevention of house fires, and also requested to be advised of any vulnerable people in the Borders. In response to questions about the Audit Scotland report, LSO Perry advised that in terms of water rescue stations in the Borders, this was a very risky activity and staff in the 2 whole-time stations in the Borders received specialised training to carry out such rescues. The Service was also starting to explore opportunities to take on different roles e.g. medical response schemes, including use of defibrillators. It was particularly important in rural areas that the work of the Service added value to these communities.

#### **DECISION**

**NOTED the various stages for developing the Scottish Fire and Rescue Service Strategic Plan 2016/19.**

#### **10. CHILDREN & YOUNG PEOPLE'S LEADERSHIP GROUP.**

There had been circulated copies of a report by the SBC Depute Chief Executive (People) seeking approval for the revised arrangements for the children and young people's strategic planning and commissioning. The Children and Young People's Leadership Group had been established in June 2014 and was responsible for delivery of the Scottish Borders Children & Young People's Plan. Previously the Leadership Group had reported to the Scottish Borders Community Health & Care Partnership (CHCP). As the CHCP had now been disestablished, the Leadership Group had reviewed its governance arrangements and concluded that, given the shared priorities, the Community Planning Partnership should have oversight of Children & Young People's services. This would not alter the existing individual agency governance arrangements which were in place for escalation of decisions and issues concerning a single agency service. Members expressed some concern about the seeming widening of the Community Planning Partnership remit and were advised that the Board was due to receive a paper on governance at its September meeting.

#### **DECISION**

**(a) NOTED the work of the Children & Young People's Leadership Group.**

**(b) AGREED that:**

- (i) the Community Planning Partnership Strategic Board, through the Joint Delivery Team, had oversight of the work of the Children & Young People's Leadership Group, with regular monitoring reports; and**
- (ii) officers would look at the wider context of the Community Planning Partnership and include this in the report on governance due to be considered at the next meeting of the Strategic Board in September 2015.**

#### **11. HEALTH AND SOCIAL CARE INTEGRATION.**

There had been circulated copies of a Programme Highlight Report outlining progress on delivery of the integration programme for Health and Social Care. Mr James Lamb, SBC Programme Manager for Health and Social Care Integration, advised that the Scheme of Integration (effectively the governance and operating arrangements) had been submitted to Scottish Government and feedback had now been received. The second draft of the Strategic Plan was being prepared for presented to the Integration Joint Board, Scottish Borders Council, and NHS Borders Board by the end of June 2015. This would then be published for consultation and further engagement events were planned for late August/ early September 2015. A series of staff and public engagement events had recently been held across the Borders, although attendance at some of the public meetings was disappointing given the amount of publicity, and also the level of input at these meetings had been more about individual operational matters rather than strategic issues. It was acknowledged that the public would be more interested in operational services. A Strategic Planning Group had been established and this Group would support the Integration Board in the development, review and renewal of the Strategic Plan. Mrs Hume of the Third Sector referred to the Scottish Government paper on the role of the Third Sector Interface,

**DECISION  
NOTED.**

**12. STRENGTHENING SCOTTISH BORDERS APPROACH TO THE RESTRUCTURING OF COMMUNITY JUSTICE.**

There had been circulated copies of a report by the SBC Chief Social Work Officer setting out the process for making the changes in preparation for the legislative impact on Community Justice arising from the implementation of the draft Community Justice Bill. Mr Douglas Scott, SBC Senior Policy Adviser, gave a presentation on the proposed Community Justice model which would see the abolition of the 8 existing Community Justice authorities and place responsibility for local planning and monitoring of community justice services with a defined set of local community justice partners – many of whom were community planning partners - and place duties on these community justice partners to engage in local strategic planning for community justice and be accountable for this, and to deliver and report on outcomes for community justice in their local area. The national elements of the Community Justice Bill required the development of a national strategy and performance framework, the creation of a national body, and the promotion of a focus on collaboration. Locally, the proposed changes offered an opportunity to reshape and transform community justice based on prevention and early intervention, which linked well with work elsewhere tackling domestic abuse, community safety, drugs and alcohol, and inequalities. Given the alignment with the Community Planning process moving forward, it was proposed that a Community Justice Group be established which would report in to the CPP Joint Delivery Team and the CP Strategic Board. This would ensure that the current and future key priority areas were progressed within the Scottish Borders. It would be expected that Community Planning Partnerships and community justice partners consulted each other when preparing their respective outcome improvement plans. Thus, local community justice outcomes would be integral to wider community planning and reporting. Ms Fiona Young, Chief Officer of Lothian & Borders Community Justice Authority, advised members that the proposed community justice partners aligned with the recommendations in the Bill and also described the relationship with the Court service, Prison service, and the Third sector. While the Third sector was not a statutory community justice partner, it was intended that a close working relationship would be established. Currently the Borders had funding of £16m for community justice and it was hoped that this could increase under the new arrangements. There was a close relationship between the Community Justice Bill and the Community Empowerment Bill. The new arrangements for community justice were due to be implemented in April 2017, with production of a plan by the end of 2015, and a shadow year from 1 April 2016.

**DECISION  
AGREED:**

- (a) to the establishment of an inter-agency Scottish Borders Community Justice Group which would report in to the CPP Joint Delivery Team and the CPP Strategic Board; and**
- (b) that the Scottish Borders Community Justice Group would be chaired by the SBC Chief Social Work Officer.**

13. **THIRD SECTOR INTERFACE PILOT IMPROVEMENT PLAN.**

There had been circulated copies of a report on the Third Sector Interface (TSI) Community Planning Improvement Programme. The Programme was a joint initiative between the Scottish Government Third Sector Unit, Voluntary Action Scotland and the Improvement Service, and focussed on improving the impact of TSIs on community planning and on better outcomes for local communities across Scotland. The Borders TSI (Borders Third Sector Partnership) had volunteered to be part of the pilot as members were aware that they were not demonstrating the full extent of involvement in delivering services in the Scottish Borders as they were under-resourced and there were significant gaps. The Borders TSI had now completed the first 3 steps of the Programme: awareness raising and initial assessment; assessment review and consensus planning; and improvement planning and implementation. A draft Improvement Plan had been developed with 3 key priorities – communication, representation and accountability. Members expressed some concern about the key priorities and queried whether others such as function & delivery, resourcing, and performance, had been considered or should be included. It was recognised that the Third Sector had a structure which differed from those of other Community Planning partner organisations, but the balance of the proposed Programme needed to be right.

**DECISION**

**AGREED:**

- (a) to endorse in principle the Scottish Borders Community Planning Improvement Plan;**
- (b) that additional work be undertaken regarding the priorities of function, delivery and resourcing, to ensure these were captured within the Plan;**
- (c) that Morag Walker confirm with the Improvement Service the qualified endorsement of the Plan would still ensure funding could be released; and**
- (d) that an amended Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan be considered at the next meeting of the Strategic Board.**

14. **PUBLIC HEALTH REVIEW.**

There had been circulated copies of the final response by NHS Borders and Scottish Borders Council to the Scottish Government's Public Health Review Engagement Paper. Dr Tim Patterson, Joint Director of Public Health, gave details of the background to the national review, with 4 main engagement questions to be answered. The Scottish Government was now considering responses and its report back was expected in September 2015. There seemed to be a feeling that Public Health needed to increase its profile which may lead to a strengthening of the national capacity to provide a more unified Scottish voice.

**DECISION**

**NOTED.**

15. **HOUSEHOLD SURVEY.**

There had been circulated copies of a briefing paper by the SBC Service Director Strategy and Policy giving details of the Scottish Borders Household Survey which had been developed in partnership and sent out to 6,000 randomly selected addresses across the Borders in May 2015. Completed surveys would be collated by Research Resource and copies of their final reports were expected in late July and would be provided to partners thereafter. A copy of the survey questionnaire was attached to the briefing paper.

**DECISION  
NOTED.**

16. **CONFERENCE ON COMMUNITY EMPOWERMENT.**

There had been circulated copies of a note from Susan Swan, on behalf of the Borders Third Sector Partnership, advising of a proposed Borders Third Sector Partnership Conference on Community Empowerment which was scheduled for 22 August 2015. Community Planning Partners were being asked for their views on what should be included on the agenda for the day and a draft agenda was included within the note. Community Planning Partners were also being asked to contribute financially to the event if that was possible.

**DECISION  
NOTED.**

17. **ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.**

17.1 Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph(s) should be considered at the meeting as a matter of urgency, in view of the need to keep Members informed.

17.2 **BORDERS GUARANTEE PROGRESS UPDATE**

With reference to paragraph 9 of the Minute of 27 November 2015, there were circulated at the meeting copies of a report by the SBC Service Director Strategy and Policy detailing the progress made in delivering the Borders Guarantee and the proposed next steps. In order to deliver the Guarantee a Positive Destination Policy and Procedural Framework had been developed, with the Framework designed to ensure an offer of work, further education or training opportunities, with appropriate support if required, was made to all young people leaving school who did not have a positive destination. Currently 363 opportunities had been identified by partners as being appropriate for this cohort of young people, with further opportunities under consideration. Funding for an additional full time Employment Support Worker had been secured to provide intensive support to the young people when required. A further post of Borders Guarantee Co-ordinator had also been established and funding secured for between 2 to 3 years. A key element of this post would be the promotion of the Guarantee throughout all sectors in the Borders to secure offers of support from partners across the CP Partnership and the business sector. A Borders Guarantee Project Delivery Group had been also been established and it would report its progress to the Learning and Skills Partnership, with governance links progressing through the Economy and Low Carbon Theme Group, the CP Joint Delivery Team and on to the Strategic Board. Members welcomed the update and requested further progress be reported to the Strategic Board.

**DECISION**

(a) **NOTED the progress made in the development of the processes and governance arrangements for the delivery of the Borders Guarantee.**

(b) **AGREED that a full report on the Borders Guarantee be presented by the SBC Service Director Strategy and Policy to the next meeting of the Strategic Board.**

*The meeting concluded at 4.40 p.m.*