

Public Document Pack

SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD THURSDAY, 26TH NOVEMBER, 2015

A MEETING of the SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on THURSDAY, 26TH NOVEMBER, 2015 at 2.00 PM

J. J. WILKINSON,
Clerk to the Council,
19 November 2015

BUSINESS		
1.	Apologies for Absence.	
2.	Order of Business.	
3.	Declarations of Interest.	
4.	Minute (Pages 1 - 8) Approve Minute of Meeting of Community Planning Strategic Board held on 11 June 2015. (Copy attached.)	2 mins
5.	Action Tracker (Pages 9 - 12) Consider Action Tracker for Strategic Board decisions. (Copy attached.)	5 mins
6.	Community Empowerment (Scotland) Act 2015 Overview of the Act by Mr Iain Murray, Policy Officer, Public Service Reform and Public Bodies Division, Scottish Government.	20 mins
7.	Reducing Inequalities Presentation by SBC Depute Chief Executive (People) on the Draft Strategic Plan for Reducing Inequalities in the Scottish Borders 2015 – 2020.	20 mins
8.	Community Justice (Pages 13 - 18) Consider report by SBC Chief Social Work Officer setting out the current transition arrangements for making the changes necessary to meet the requirements of the Community Justice Bill and build on the information provides to the June 2015 meeting of the Community Planning Strategic Board. (Copy attached.)	10 mins
9.	Health and Social Care Integration (Pages 19 - 60) Update on progress by Chief Officer, Health and Social Care. (Copy of Draft	10 mins

	Strategic Plan 2016 – 2019 attached.)	
10.	Scottish Low Carbon Economic Strategy 2023 - Updated Action Plan and Proposed Performance Framework (Pages 61 - 104) Consider report by SBC Director Corporate Transformation and Services on progress to refresh the Action Plan and proposing a draft Performance Framework to support the monitoring of delivery of the Strategy Aims and Objectives. (Copy attached.)	10 mins
11.	Community Planning Membership (Pages 105 - 112) Consider recommendation from SBC that the new Integrated Culture and Sport Trust becomes a member of the Community Planning Partnership. (Extract from report to Council attached.)	5 mins
12.	Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan Update by Morag Walker, Third Sector.	10 mins
13.	Community Learning and Development: Strategic Plan for CLD in Scottish Borders 2015 - 18 (Pages 113 - 144) Consider report by SBC Service Director Children and Young People updating the Board on the Community Learning and Development Strategic Plan for 2015 -18. (Copy attached.)	15 mins
14.	Children & Young People's Services Update - Integrated Services Plan and Joint Inspection (Pages 145 - 190) Consider report by SBC Depute Chief Executive People updating the Board on progress with the Integrated Children & Young People's Plan and the multi-agency inspection process which will commence on 18 January 2016. (Copy attached.)	15 mins
15.	Dates of Next Meetings <ul style="list-style-type: none"> • 3 March 2016 – 2.00 p.m. • 9 June 2016 – 2.00 p.m. <u>Proposed dates:</u> <ul style="list-style-type: none"> • 8 September 2016 – 2.00 p.m. • 24 November 2016 – 2.00 p.m. • 2 March 2017 – 2.00 p.m. • 8 June 2017 – 2.00 p.m. 	
16.	Any Other Items Previously Circulated.	
17.	Any Other Items which the Chairman Decides are Urgent.	

NOTES

1. Timings given above are only indicative and not intended to inhibit Members' discussions.
2. Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.

Membership of Board:

Councillor David Parker (Chairman)
Councillor Stuart Bell
Councillor Catriona Bhatia
Councillor Jim Brown
Mr T Burrows, Eildon Housing Association
Councillor Michael J Cook
Councillor Gordon Edgar (Vice-Chairman of SESTRAN)
Mrs M. Hume, Third Sector
Chief Superintendent G. Imery, Police Scotland
Mr A. Jakimciw, Borders College
Mr A. McKinnon, Scottish Enterprise
Councillor Simon Mountford, SBHA
Berwickshire Housing Association (Convener not available for meetings)
Mr A. Perry, Scottish Fire and Rescue
John Raine, NHS
Dr D. Steele, NHS Borders
Ms R. Stenhouse, Waverley Housing

Copies also sent for information to:-

Scottish Borders Council - Ms T. Logan, Chief Executive; Mr P. Barr, Depute Chief Executive (Place); Mrs J. McDiarmid, Depute Chief Executive (People); Mr T. Patterson, Joint Director of Public Health, SBC/NHS; Mr R. Dickson, Director Corporate Transformation and Services; Mr D. Cressey, Service Director Strategy & Policy; Mr D. Robertson, Chief Financial Officer.
Scottish Enterprise - Mr D. Rennie
Police Scotland - Chief Inspector A. McLean
Scottish Fire & Rescue – Mr A. Girrity
NHS Borders – Ms J. Davidson, Interim Chief Executive
SESTRAN - Mr A. Macaulay, Partnership Director
Borders College – Mrs L. McIntyre, Principal
Third Sector – Ms M. Walker, Executive Officer
Berwickshire Housing Association – Ms H. Forsyth, Chief Executive
Eildon Housing Association – Mr N. Istephan, Chief Executive
SBHA – Mrs J. Mulloy, Chief Executive
Waverley Housing – Ms M. Ross, Chief Executive

Please direct any enquiries to Jenny Wilkinson
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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 June 2015 at
2.00pm.

- Present:- Councillors J. Brown (Chairman), S. Bell, C. Bhatia, M. Cook; Mr T. Burrows (Eildon Housing); Councillor G. Edgar (SESTRAN); Mrs M. Hume (3rd 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 Deputy 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 Deputy 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 (3rd Sector); Ms F. Young (CJA); Clerk to Council.
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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

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 SFRS 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.**

ITEMS FOR NOTING AND/OR ACTION

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. 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 2014, 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.





SCOTTISH BORDERS COUNCIL



ACTION SHEET



COMMUNITY PLANNING STRATEGIC BOARD - November 2012 onwards

Notes:-




1. Paragraphs Marked with a * require full Council approval before action can be taken
2. Items for which no actions are required are not included

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
1 October 2013				
10. Urgent Business – Household Survey Progress Reports – Police	Para 16 – AGREED that the value of the Household Survey be an agenda item for consideration by the Board at a future meeting.	SBC	D Scott	Considered at Board on 11 June 2015 and update of results in Spring 2016. 
13 February 2014				
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	Included as part of Economic update.  Included with Borders Guarantee/Wood Commission work 
11 September 2014				
5(b) Performance Management Approach for Community	Para 5(b) - AGREED that the Performance Sub-Group would continue to develop appropriate frameworks, incorporating feedback, for Reducing Inequalities and Low Carbon priorities.	SBC	David Cressey	Framework developed. 

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
Planning SOA priorities				
27 November 2014				
5. Borders Railway Blueprint	<p>Para 6 - AGREED that all Community Planning partners:</p> <p>(a) ensure that actions and monitoring information was provided for inclusion in the Economic Development Strategy and Low Carbon Action Plan; and</p> <p>(b) provide any examples to the SBC Director Corporate Transformation and Services of areas of work or development of services which were being impacted by a lack of mobile phone coverage.</p>	All	All	
9. Borders Youth Guarantee	<p>Para 10 - AGREED that an update on progress with the Borders Young Persons' Guarantee be issued to all Board members within the next two weeks.</p>	SBC	David Cressey	<p>Report presented to Board meeting on 11 June 2015.</p> 
5 March 2015				
7. Implications for Scottish Borders CPP of the Community Empowerment Scotland Bill	<p>Para 10 - AGREED to:</p> <p>(a) receive further reports, once the Community Empowerment legislation had been passed, on -</p> <p>(i) a review of the membership of the Scottish Borders Community Planning Partnership to ensure that the potential contribution from the wider range of public services and other bodies was fully brought into the community planning process;</p> <p>(ii) consideration on whether the Community Planning Partnership should become an incorporated body;</p> <p>(iii) whether - building on the work of the 3rd Sector - further support would be required for community groups, particularly those in more disadvantaged areas, to ensure that they could effectively engage in community planning (including influencing the services delivered in a locality), community participation requests, community right to buy, and asset transfers;</p> <p>(iv) how community planning partners should contribute</p>	SBC	Douglas Scott/ Shona Smith	<p>On agenda for 26 November 2015 meeting.</p>

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
	<p>specific resources to the Community Planning Partnership; and</p> <p>(v) what the proposed local outcomes improvement plan reporting process and monitoring would mean to the Scottish Borders Community Planning Partnership;</p> <p>(b) use the Community Engagement Framework to carry out consultation and engagement at a local level; and</p> <p>(c) to request the Joint Delivery Team to carry out localised costing of the impact of the Community Empowerment Bill on the Scottish Borders and feed this information into the work being carried out by Cosla.</p>	<p>All</p> <p>All</p>	<p>All</p> <p>David Robertson/ All</p>	<p>Ongoing.</p> <p></p>
11 June 2015				
6(a) Prevent Death and Injury on Our Roads – “Skills for Life”	<p>Para 9 - AGREED:</p> <p>(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</p> <p>(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.</p>	<p>All</p> <p>SBC/Police Scotland</p>	<p>All</p> <p>Andy McLean/ Jeanette McDiarmid</p>	<p>Jeannette McDiarmid – parents of all snr pupils contracted about course; additional marketing to be undertaken in education establishments; Community Safety Unit road safety programme for schools incls driving awareness skills.</p> <p></p>
6(c) Children & Young People’s Leadership Group	<p>Para 12(b)(ii) – AGREED that 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.</p>	SBC	David Cressey	
9. Third Sector Interface Pilot	<p>Para 15 - AGREED:</p> <p>(b) that additional work be undertaken regarding the</p>	Third Sector	Morag Walker	

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
Improvement Plan	<p>priorities of function, delivery and resourcing, to ensure these were captured within the Plan;</p> <p>(d) that an amended Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan be considered at the next meeting of the Strategic Board.</p>			
13. Urgent Item – Borders Guarantee Progress Update	Para 20(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.	SBC	David Cressey	

KEY:	
No symbol	Deadline not reached
	Overdue
	<1 week to deadline
	Complete – items removed from tracker once noted as complete at meeting.

Community Justice Transition Report

Report by Chief Social Work Officer

COMMUNITY PLANNING PARTNERSHIP STRATEGIC BOARD

26 November 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report sets out the current transition arrangements for making the changes necessary to meet the requirements of the Community Justice Bill and builds on the information provided to the June 2015 meeting of the Community Planning Strategic Board.**
- 1.2 By 31st January 2016 the Scottish Borders are required to submit a Community Justice Transition Plan to the Scottish Government. Work is already underway to draft the plan following the appointment of a project officer.
- 1.3 To date a Community Justice Board has been established reporting through the Community Planning Strategic Board with an agreed Constitution and Terms of Reference. Consultation and engagement activity has already commenced and will be sustained during and post transition. This forms part of the Communication and marketing plan supported by a stakeholder analysis.
- 1.4 The Community Justice Board are using analysis in the form of a Scottish Borders offender profile to aid decision making.
- 1.5 In support of the national transition process the Scottish Borders are acting as a test site for developing performance indicators, testing the Community Justice Authority *Framework for the support of families affected by the Criminal Justice System* and volunteered to work with the Criminal Justice Voluntary Sector Forum to undertake a self-evaluation exercise for Third Sector providers within local authorities.
- 1.6 A project plan has been developed and is being managed through the Microsoft Project application.

2 RECOMMENDATIONS

2.1 I recommend that the Board:-

- (a) Notes the update on current transition arrangements for Community Justice.**
- (b) Agrees that responsibility for approving submission of the Community Justice Transition Plan is devolved to the Community Justice Board.**

3 COMMUNITY JUSTICE TRANSITION UPDATE

- 3.1 The Scottish Government is establishing a new model for community justice in Scotland through the Community Justice (Scotland) Bill. Community Justice Partners will collaborate in delivering community justice in the Scottish Borders reporting through the Community Planning Partnership Strategic Board.
- 3.2 In the report to the Community Planning Strategic Board of June 2015 governance arrangements were agreed to establish a Community Justice Board which reports progress to the Community Planning Partnership Strategic Board. The Community Justice Board has been established and meetings have been held monthly. The meeting has two key aims, to progress ongoing Community Justice Authority business and to deliver the transition work. This group developed a constitution and terms of reference to give clarity of purpose to the Community Justice Partners. A project plan has been developed to capture all stages of the transition, timescales and interdependencies.
- 3.3 A Scottish Borders Offender Profile has been produced by the Community Safety Unit Partnership Analyst. The report identifies high tariff offenders within the Scottish Borders (male, female and youth) and their underlying social needs. This work will form the basis of initial intervention activity by the partnership. Further analytical work will follow to examine crime types, geographic spread and seasonal variation to allow for a forward looking approach to be taken. Analytical work will be used to identify individuals with an escalation in offending behaviour that services can be directed towards addressing.
- 3.4 Work is required to map the process of accessing services such as housing, training/employment, health (physical and mental), addictions, family and community connections all of which influence the likelihood of future offending behaviour. The Community Justice Authority produced a *Framework for the support of families affected by the Criminal Justice System* which will aid in this process.
- 3.5 There has been some initial activity in engaging the wider partnership including the Third Sector and communities. An event was held in 2014 to capture the partnerships perception and ideas around community justice. In September 2015 a request for information was sent out to identify existing reducing reoffending activity. This was followed by a consultation event in October 2015 to provide information and solicit ideas. It is recognised that greater involvement by the Third Sector, community and service users is required. The Scottish Government are funding the Criminal Justice Voluntary Sector Forum to undertake a self-evaluation exercise for Third Sector providers within local authorities. The Scottish Borders have expressed an interest in this process and are waiting to see who has been selected to participate.
- 3.6 A Communications and Marketing Plan accompanied by a Stakeholder Analysis has been prepared. As community justice begins to transform it will be necessary to promote these changes through a variety of means across organisations and individuals in a phased way.
- 3.7 The Scottish Government have yet to publish the Community Justice

Strategy, outcomes and performance indicators. It is anticipated that the outcomes will be ready in the near future enabling the partnership to begin the process of checking alignment against these outcomes split between structural and person centric. The Scottish Borders have agreed to work with the Scottish Government and participate as one of five test sites for the performance indicators. Specifically the Scottish Borders have been asked to look at indicators demonstrating the involvement of the Third Sector, communities and service users. These will be shared and developed among the participating councils before wider circulation.

- 3.8 The Scottish Borders Transition Plan will capture progress outlined above since June 2015 and activity required during the transition year from April 2016 to March 2017. Explanatory text will be supported by documentation embedded in the plan to demonstrate progress already made. Looking forward the main activities necessary during the transition year will be:-
- process change to improve accessibility of services,
 - enhance the role of Third Sector, communities and service users in community justice,
 - maintaining equity in the involvement of Community Justice Partners
 - providing synergy of service provision and delivering effective, management of performance across different organisations and services.

4 IMPLICATIONS

4.1 Financial

The Scottish Government are supporting the transition with up to three years of funding at £50k per year. The majority of the funding will be spent on cost associated with the employment of a project officer but will also support engagement and involvement in the development of the plan and the new arrangements.

4.2 Risk and Mitigations

Risks are highlighted within the monthly highlight report to the Community Justice Board. The board consists of Community Justice Partners which enables a collaborative approach to risk and mitigation.

4.3 Equalities

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

4.4 Rural Proofing

Once the Scottish Government release the Community Justice Strategy there may be a need to develop a Scottish Borders Strategy to reflect local circumstances and the needs of communities.

4.5 Changes to Scheme of Administration or Scheme of Delegation

None identified at this stage.

5 CONSULTATION

- 5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments received are incorporated into the final report.

Approved by

Name Elaine Torrance
Title Chief Social Work Officer

Signature

Author(s)

Name	Designation and Contact Number
Graham Jones	Community Justice Transition Project Officer, Ext 8094

Background Papers: Nil

Previous Minute Reference: Nil

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

Contact us at Elaine Torrance, Scottish Borders Council, Headquarters, Newtown St. Boswells, TD6 0SA , 01835 824000.

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changing health & social care for you

a further conversation

*Working together for the best possible health and
wellbeing in our communities*



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FOREWORD



People are living longer than ever and this trend is set to continue. This is something that we should all celebrate. It means that we need to plan ahead, both as communities and as individuals, to ensure that we, in the Borders, make the most of the benefits and positive experiences of a long healthy life. This plan sets out why we want to integrate health and social care services, how this will be done and what we can expect to see as a result. We want to create health and social care services that are more personalised and improve outcomes for all our service users, their carers and their families.

This is our second draft of the Strategic Plan as an emerging Health and Social Care Partnership (HSCP). This builds on the progress that has already been made by NHS Borders, Scottish Borders Council and our partners to improve services for all people in the Scottish Borders.

This second draft is based on what we have learned from listening to local people; service users, carers, members of the public, staff, clinicians, professionals and partner organisations. Earlier this year we engaged on the initial draft of the plan through workshops and locality events across the Borders.

We believe that through strong leadership, innovative thinking, robust planning and by putting the views of patients, service users and carers at the heart of all that we do, we can achieve our ambition of “Best Health, Best Care, Best Value” for our communities. We will make sure that strong and effective relationships continue to develop between Scottish Borders Council and NHS Borders, colleagues in the Third and Independent sectors and with other key partner organisations. The aim is that we plan, commission and deliver services in a way that puts people at the heart of decision-making.

This is an exciting time. Together, with you, we know we can make a real difference.

A handwritten signature in dark ink, appearing to read 'Susan Manion'.

Susan Manion

Chief Officer Health and Social Care Integration
October 2015

EXECUTIVE SUMMARY

This plan sets out how we are planning to improve health and well-being in the Borders through integrating health and social care services.

The case for changing the way we deliver health and social care services in the Borders is compelling. We have a growing number of people needing our services, but limited resources with which to deliver them. These services could be provided more effectively and efficiently if they are integrated. We want to achieve better outcomes for all our communities. The Borders is largely a remote and rural area. This makes delivery of services complex. About a quarter of the households in the Borders are composed entirely of people aged over 65. This age group has a greater need for our services. The growing number of people with dementia is a big challenge.

Deprivation is an issue in the Borders. Although it may only seem to affect a small number of communities, it is often hidden in rural areas. Research indicates that people from deprived areas are more likely to make greater use of hospital and other health and social care services. Health inequalities exist beyond deprivation and we need to take into account that some people have different health outcomes. As an example, people with mental health issues or a learning disability tend to have poorer health outcomes. This plan contains actions to address such issues. It also sets out local objectives which will enable us to achieve the national health and well-being outcomes.

There are five localities in the Borders which have individual characteristics and therefore different needs. This plan sets out how we will work better together to deliver more personalised care, making best use of advancing technology to achieve “Best Health, Best Care, Best Value”.

CASE FOR CHANGE: WHY WE NEED TO CHANGE

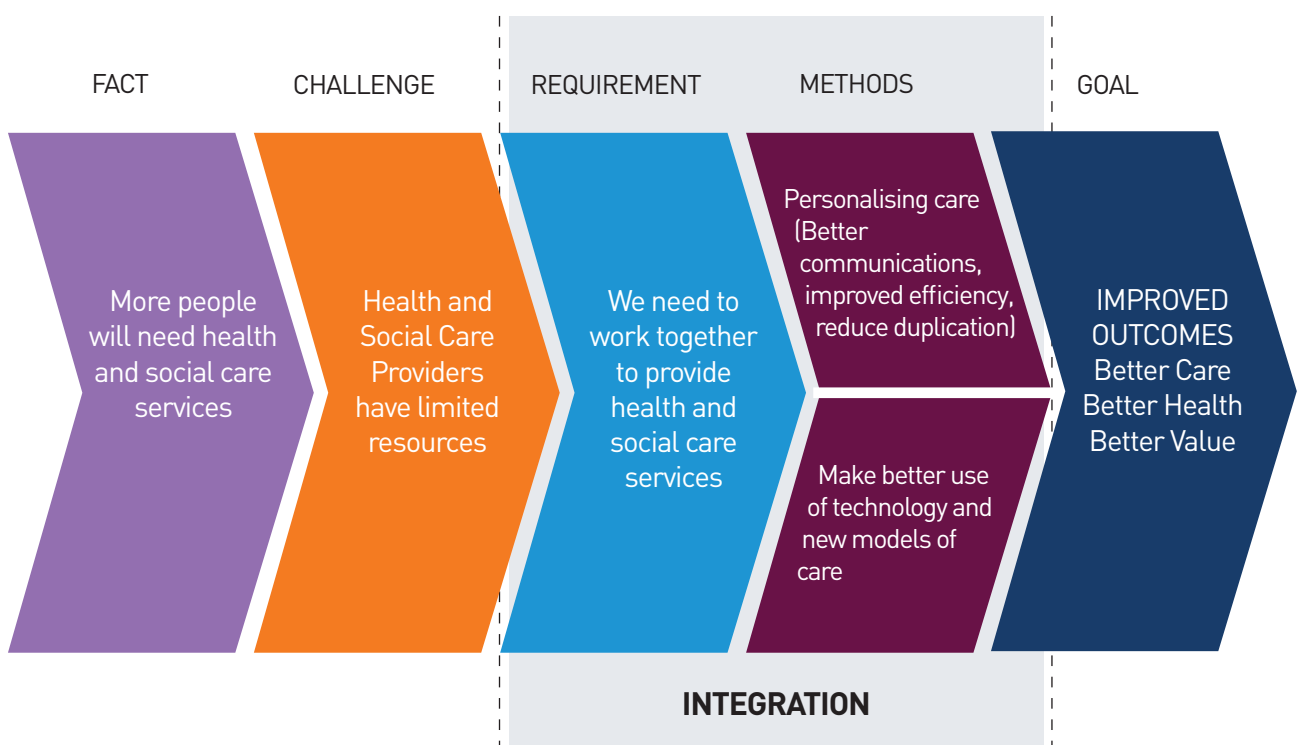
There are a number of reasons why we need to change the way health and social care services are delivered.

These are illustrated in the figure below and include:

- **Increasing Demand for Services** – with a growing ageing population, more people need our health and social care services and will continue to do so.
- **Increasing Pressure on Limited Resources** – the rise in demand puts pressure on our limited resources and this is happening at a time of constraint on public sector funding and rising costs of health and social care services.
- **Improving Services and Outcomes** – service users expect – and we want to provide – a better experience and better results.

We need to make better use of the people and resources we have by working more effectively together. If we do not change we will not be able to continue the high quality services the people of the Borders expect to meet their needs.

Figure 1 – The Case for Change



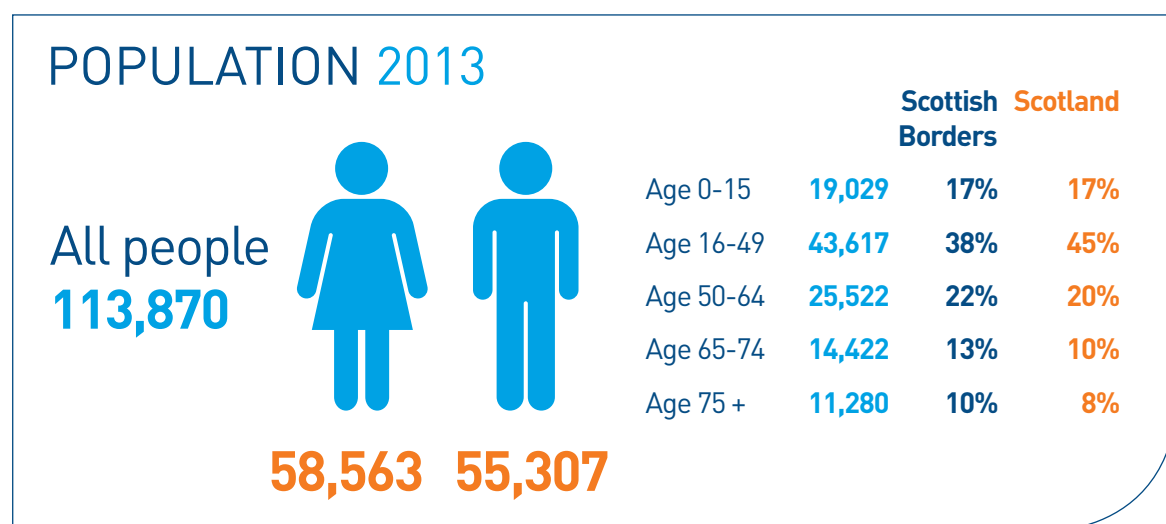
THE SCOTTISH BORDERS

Who Lives in the Borders?

Understanding the needs and issues of people and communities across the Borders is critical in the planning and provision of better health and social care services. In this section, we look at how the population structure and characteristics impact on health and social care services. This highlights some of the challenges we need to address.

As the figure below shows, we have a higher percentage of older people than the rest of Scotland.

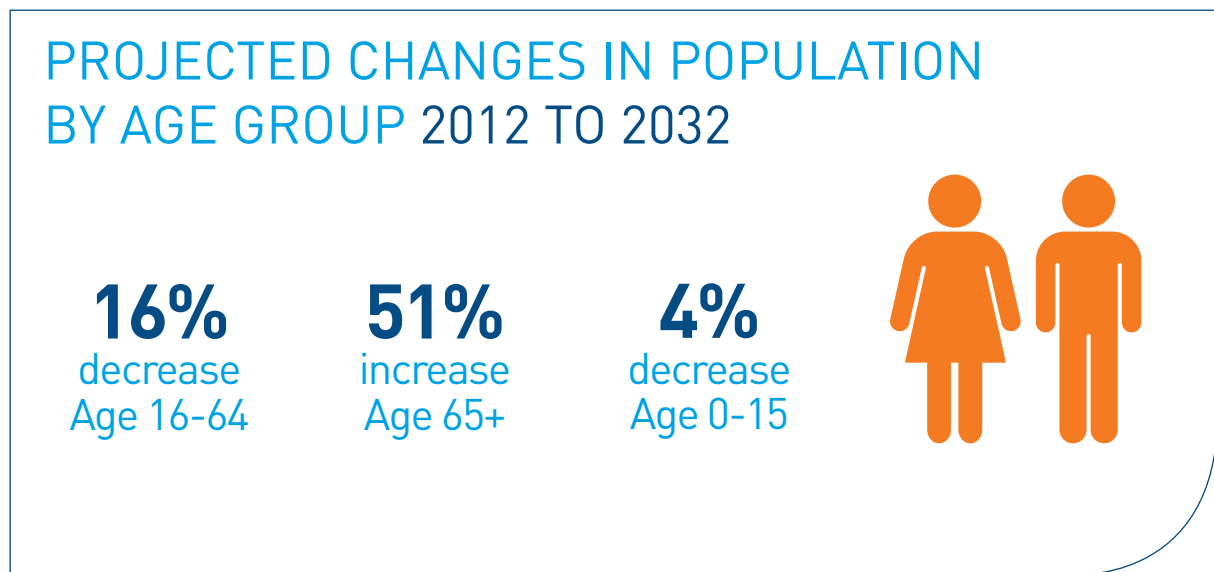
FIGURE 2



Source: National Records of Scotland, mid-year population estimates

By the year 2032, the number of people aged over 65 is projected to increase by 51%, a faster rate than the 49% for Scotland overall. The number of people under 64 is also projected to decrease in the Scottish Borders. Age is strongly related to patterns of need for health and social care. These changes will influence how we deliver services in the future. Integration will enable us to work more effectively and efficiently to achieve “Best Health, Best Care, Best Value”.

FIGURE 3



Source: National Records of Scotland 2012-based population projections

WHAT THIS MEANS...

This is a priority. We need to promote active ageing and address the range of needs of older people.

Where do people live?

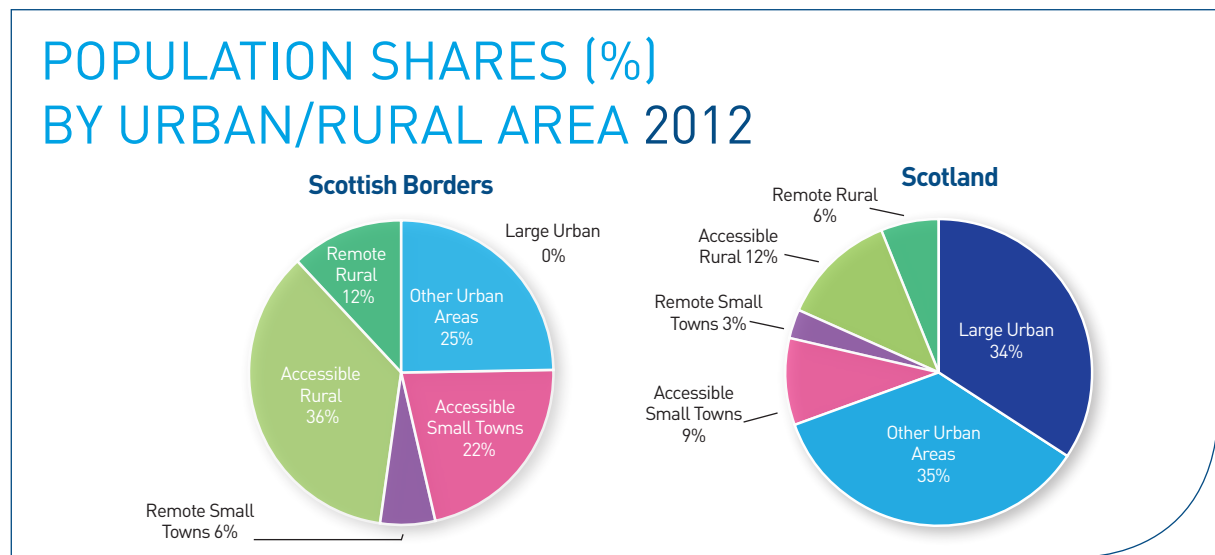
The Urban/Rural profile of the Borders presents challenges in terms of both the accessibility and cost of services. The challenges are different in nature to those facing densely populated cities such as Glasgow, Edinburgh and Dundee.

In the Borders nearly half (48%) of the population live in rural areas, as shown in Figure 4. Just under one-third of people live in settlements of fewer than 500 or in remote hamlets. In comparison, 34% of the Scottish population live in “Large Urban” areas (part of towns/cities with populations of more than 125,000). There are no “Large Urban” areas in the Borders.

The largest town in the Borders is Hawick, with a population of 14,029. Galashiels is the second largest with 12,604 (although, if neighbouring Tweedbank was included, Galashiels would be the largest town with a population of 14,705). Peebles, Kelso and Selkirk are the only other towns with a population of more than 5,000.

As people in the Borders do not live close together in cities, planning services is more challenging. People live in remote hamlets in many parts of the region, but towns like Hawick have a higher average population density, in parts, than Glasgow.

FIGURE 4



Source: Scottish Government Urban/Rural Classification 2013/14 and National Records of Scotland

Category	Description
1 Large Urban Areas	Settlements of 125,000 or more people.
2 Other Urban Areas	Settlements of 10,000 to 124,999 people.
3 Accessible Small Towns	Settlements of 3,000 to 9,999 people and within 30 minutes drive of a settlement of 10,000 or more.
4 Remote Small Towns	Settlements of 3,000 to 9,999 people and with a drive time of over 30 minutes to a settlement of 10,000 or more.
5 Accessible Rural	Areas with a population of less than 3,000 people, and within a 30 minute drive time of a settlement of 10,000 or more.
6 Remote Rural	Areas with a population of less than 3,000 people, and with a drive time of over 30 minutes to a settlement of 10,000 or more.

WHAT THIS MEANS...

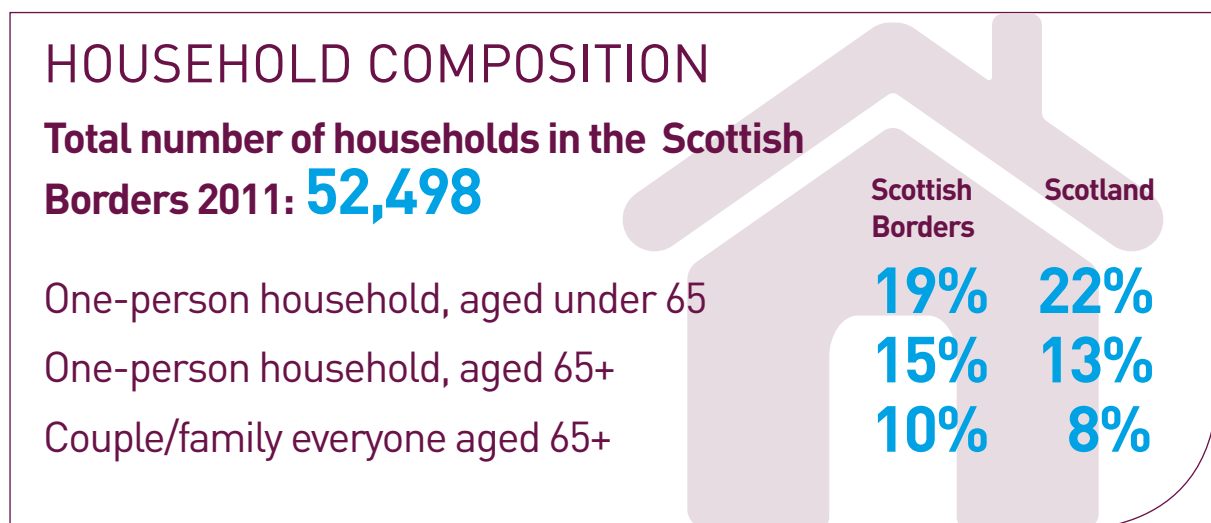
Services therefore need to be provided locally whenever possible and accessible transport arrangements put in place.

Borders Households

With the changes predicted in the population (see Figure 3 on page 7), we expect an increase of the numbers of older people living alone with complex needs. This will have major implications for housing, health and social care.

More than one third of households in the Borders are made up of one adult. The number of households in the Borders in which one or all occupants are aged over 65 is 25%, higher than the 21% for Scotland as a whole.

FIGURE 5



Source: Scotland Census 2011

The number of single adult households is projected to increase by 24% between 2012 and 2037, whilst the number of larger households is projected to decline. Households headed by people aged 60-74 are projected to increase by 9% and those headed by a person aged over 75 are projected to increase by 90%.

WHAT THIS MEANS...

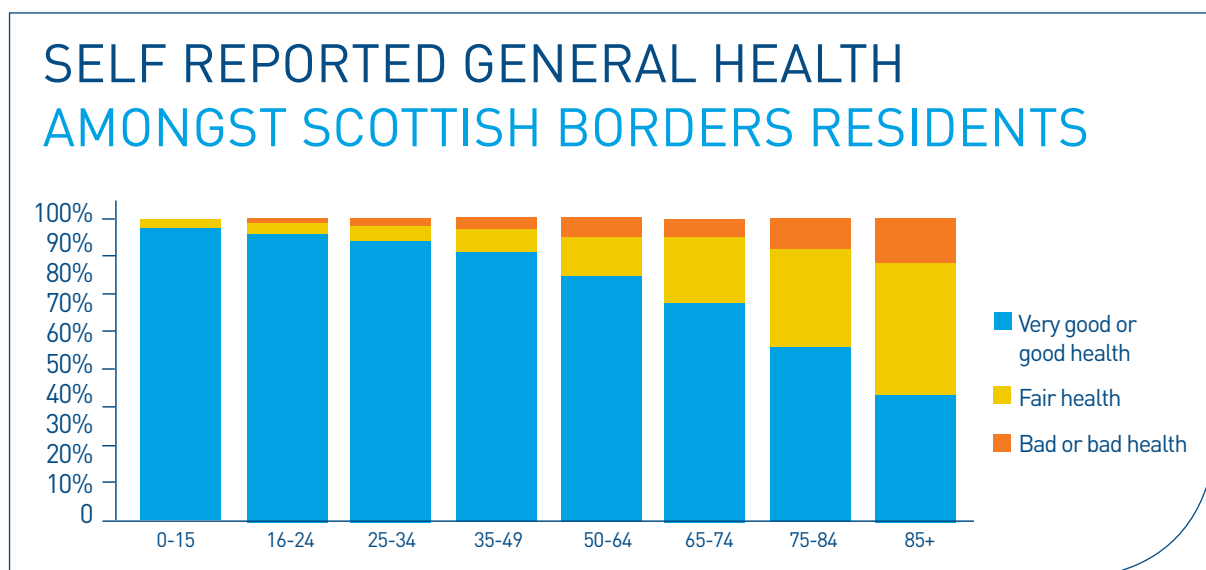
Housing options need to be a key feature of our integrated health and social care services.

How Do People in the Borders View Their Health?

In general, people in the Scottish Borders enjoy good health, with 84 % considering their health to be 'very good or good'; 12 % of respondents consider themselves in 'fair' health, while 4 % think their health is 'bad or very bad'.

The graph below shows that the number of people who consider their health to be 'very good or good' decreases with age. For example, more than 1 in 10 people aged over 75 reported their health as being 'bad or very bad', compared with only around 1 in 100 people aged 16-24.

FIGURE 6



Source: Scotland Census 2011

WHAT THIS MEANS...

Healthy living and support to promote health improvement need to be key priorities in the Borders to continue to support good health.

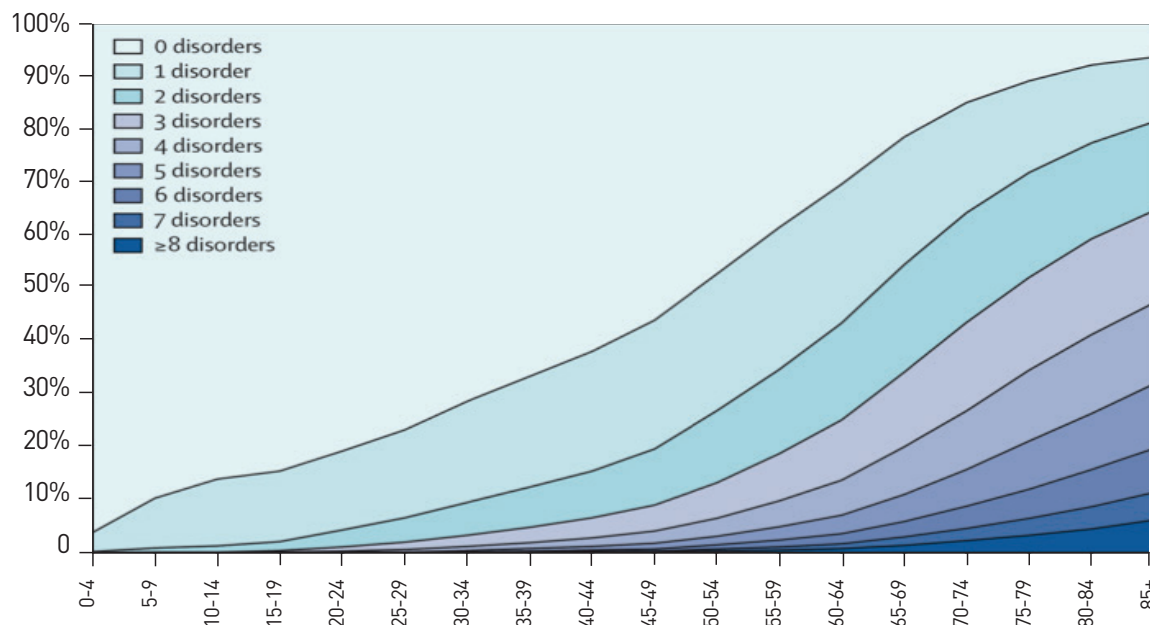
People Living with Multiple Long Term Conditions

We know that many people in the Borders live with one or more long-term conditions. This may affect how they access and use services. We need to make sure that services are integrated around individuals with complex needs.

The number of people living with two or more long-term conditions rises with age as illustrated in figure 7. For example, nearly two thirds of patients aged 65-84 and more than 8 in 10 patients aged over 85 had multi-morbidity. This presents a significant challenge to plan and deliver health and social care services.

FIGURE 7

PERCENTAGES OF PEOPLE HAVING ONE OR MORE LONG-TERM CONDITIONS, BY AGE GROUP, SCOTLAND 2007



Source: Barnett et al (2012). Epidemiology of multimorbidity and implications for health care, research, and medical education: a cross-sectional study. [www.thelancet.com/journals/lancet/article/PIIS0140-6736\(12\)60240-2/abstract](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(12)60240-2/abstract)

Disability

The needs of people living with disabilities and sensory impairments are distinct from those who live with one or more health conditions. According to the 2011 Scotland Census, 6,995 people in Borders live with a physical disability. We have at least 555 people aged over 16 in our population who have a learning disability. About 2,300 people are estimated to have severe sensory impairment.

WHAT THIS MEANS...

People with a disability need flexible support arrangements to maintain and improve their quality of life with services designed to meet their specific needs.

It is estimated that around 500 people in our population are blind or have severe sight loss, while 1,800 people have severe or profound hearing loss. The National Health and Well-being Outcomes focus on people having a positive experience and their dignity respected when in contact with health and social care services, and that services are to be centred on helping maintain and improve the quality of life of people who use those services. This means that we must ensure services are accessible and easy to use by people with sensory impairment.

Learning Disability resources within NHS Borders and Scottish Borders Council Social Work were formally integrated in 2006. The Scottish Borders Learning Disability Service provides a range of specialist health and social care services for people with learning disabilities. The service is open to people with learning disabilities who need additional support to access other health and social care services, or whose needs are complex and require a more specialist intervention than that provided by mainstream Health and Social Care services .

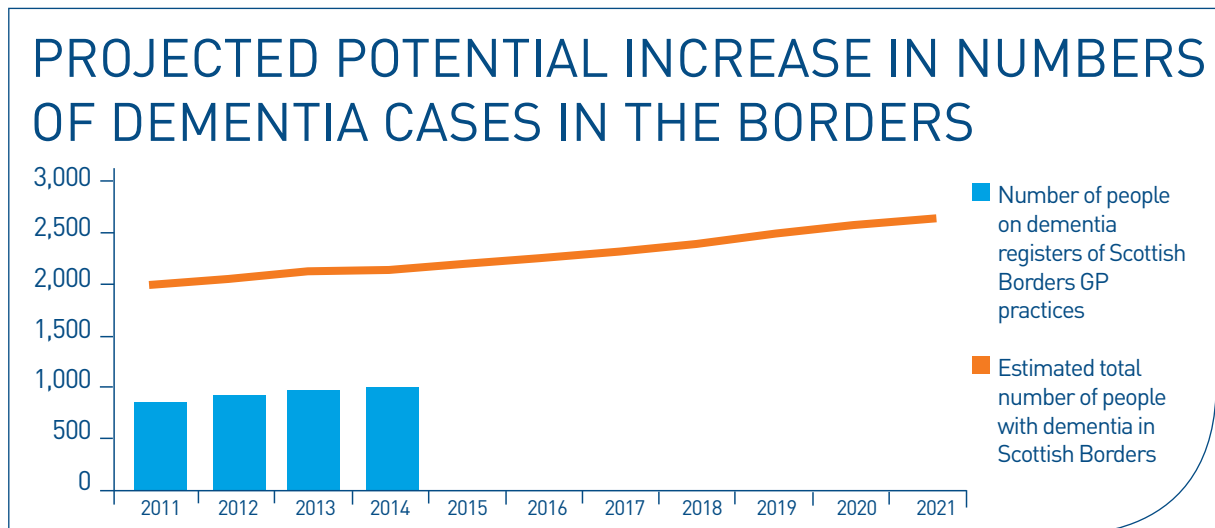
At the time of the 2011 Scotland Census, 612 people resident in Scottish Borders identified themselves (or were identified by a member of their household) as having a Learning Disability. 485 people in this group (81%) were aged 16 or over in 2011. Meanwhile, the total number of adults with Learning Disabilities known to Scottish Borders services is higher than the figures captured through the Census. As at March 2014, 599 people aged over 16 with Learning Disabilities were known to Scottish Borders services, of which 555 had confirmed addresses in the area.

Around one in four Scottish adults will experience at least one diagnosable mental health problem every year, and we are all likely to experience poor mental wellbeing at some point in our life. Due to the stigma related to mental illness, many will not access treatment and tend to have poorer health outcomes. Mental Health Services are in the process of developing integrated teams to provide easy access and multi-agency support to people with mental health needs. A full mental health needs assessment has been completed and this will help shape how we plan services in the future.

Dementia

Dementia is a growing issue and a big challenge in planning and providing appropriate integrated care. The number of people living with dementia is projected to increase across Scotland, however the rate of increase in the Borders may be faster than the Scottish average as our population is older. Figure 8 below shows the number of diagnosed dementia cases in the Borders (shown in blue). For a number of reasons, including difficulties in diagnosis, the actual figures of those living with dementia are likely to be substantially higher. The red line shows the likely number of cases and how they are predicted to increase over time as the population ages.

FIGURE 8



Source: 1. Diagnosed cases: Quality and Outcomes Framework (QOF) www.isdscotland.org/qof 2. Estimated overall numbers of cases: Scottish Government projection, based on 'Eurocode' prevalence model used by Alzheimer's Scotland, and 2010 - based population projections.

WHAT THIS MEANS...

A range of support needs to be provided for people with dementia and their carers with appropriate staff training given.

People Living with Complex and Intense Needs

Health and Social Care resources are not used evenly across the population. As a Partnership, we need to develop a better understanding about the people who use very costly intensive support to help plan our services more effectively. For example, where someone has had multiple hospital admissions and/or visits to A&E, they might have been better having more of their care at home or in another community setting. This should reduce their risk of having an avoidable admission to hospital. Changes in how care is provided to these people could improve outcomes for them and allow us to treat more people more effectively.

Analysis of expenditure in 2012/13 showed that:

- 2,332 people (2.5% of all Scottish Borders residents using selected major health services) accounted for half of all expenditure on those services.
- 1,451 people aged 65 and over (7% of Scottish Borders residents in this age group, who used any of the selected health services) accounted for half all expenditure on the over 65s across those services.

Source: Integrated Resource Framework (IRF), ISD, NHS National Services Scotland.

Unpaid Carers in the Borders

Health and Social Care Services are dependent on the great number of unpaid carers. In the Borders approximately 12,500 people aged over 16 provide unpaid care, around 13% of people in this age group.

There appears to be a link between deprivation and providing care as 46% of unpaid carers living in the most deprived areas of the Borders provide 35 or more hours of care per week, compared with 22% of carers living in the least deprived areas. Research also indicates that providing care for someone else affects the carer's own health. More carers (42%) than non-carers (29%) have one or more long-term conditions or health problems. Of people providing more than 50 hours of unpaid care per week 13% rated their own health as 'bad or very bad' compared with 4% of people who were not carers. Support for carers is an issue that needs to be addressed.

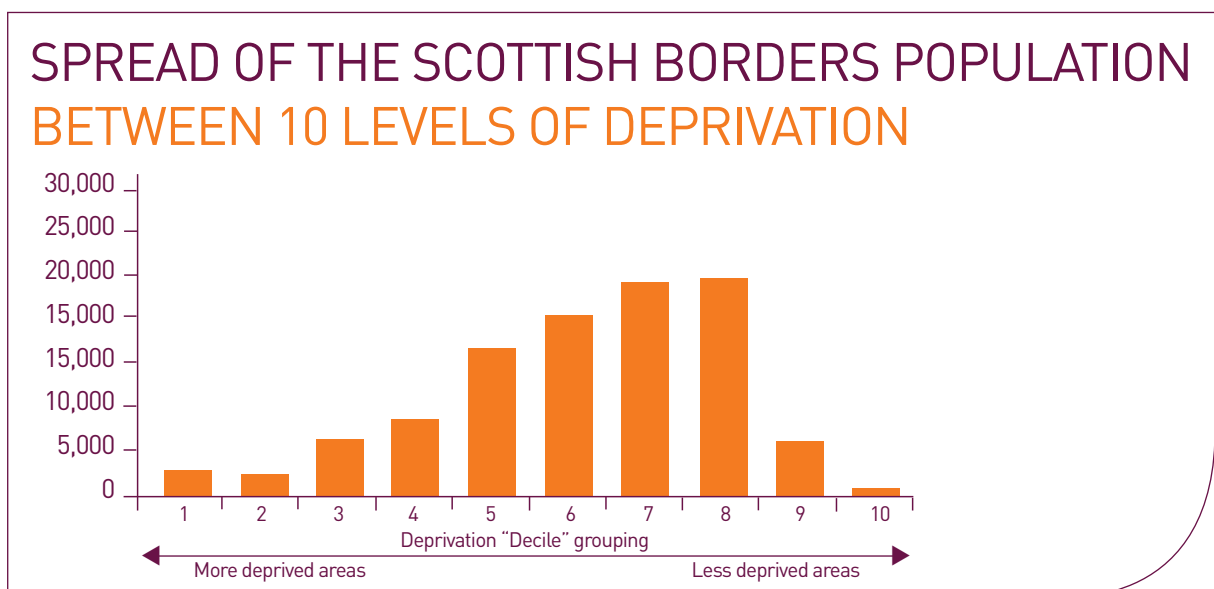
WHAT THIS MEANS...

A range of easily accessible information and carer support needs to be a key priority to ensure the wellbeing of carers and to support them in their carer role.

DEPRIVATION IN THE SCOTTISH BORDERS

Deprivation has a big effect on the need for, and use of, health and social care services. Taken as a whole, levels of deprivation in the Borders population are relatively lower in comparison to Scotland. Figure 9 below shows the spread of our population between 10 different categories of deprivation (with 1 being the most deprived and 10 being the least deprived). If our deprivation profile were the same as Scotland's, we would see about 10% of our population in each category. What we see instead is an uneven distribution, with clearly less than 10% of our population living in the most deprived areas. However, some of our local areas - in Burnfoot (Hawick) and Langlee (Galashiels) - continue to show as amongst the most deprived in Scotland.

FIGURE 9



Source: Scottish Borders Strategic Assessment 2014

WHAT THIS MEANS...

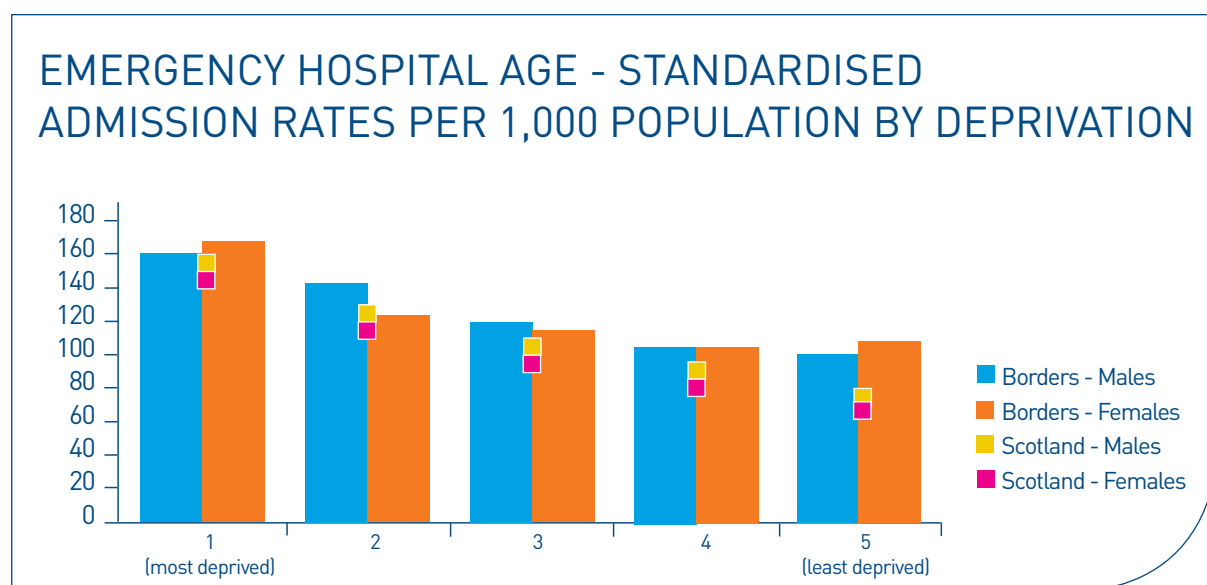
The Strategic Plan and locality plans that we will be developing must reflect the local needs of communities, recognising patterns of deprivation and inequality.

EMERGENCY HOSPITAL ADMISSIONS BY DEPRIVATION

The Borders follows the national pattern of having higher emergency hospital admission rates for people living in areas of higher deprivation as shown in Figure 10 below. The figure also shows that emergency admission rates in the Borders are higher than the Scottish average within any given deprivation grouping.

A report on deprivation-related hospital activity noted: “Given that people at increased risk of health inequalities make proportionately greater use of acute and community health services, hospitals offer an important opportunity for health improvement actions to reduce health inequalities”. The need for health and social care services to contribute to reducing health inequalities is the focus of the Scottish Government’s National Health and Wellbeing Outcome number 5 (see Appendix B).

FIGURE 10



Source: NHS Health Scotland (March 2015) Hospital discharges and bed days in Scotland by deprivation 2011-12.

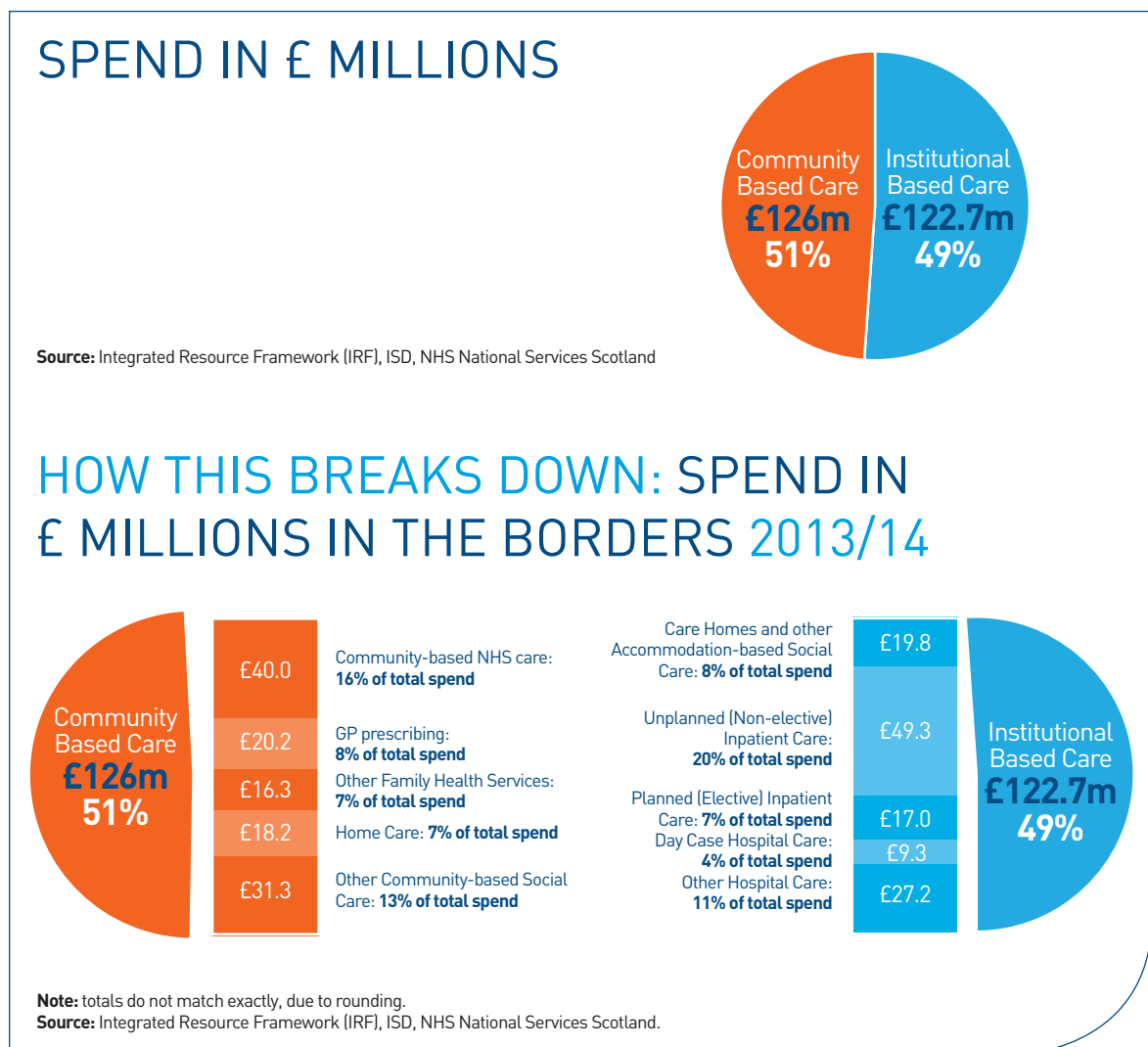
HEALTH AND SOCIAL CARE SPENDING 2013/14

The total NHS and social care spending in the Borders in 2013/14 was £248.7m. The overall spending was split 51% Community-Based Care versus 49% Institutional Care.

- Community-Based Care comprises all NHS community services, family health services including GP prescribing, and all social care expenditure excluding accommodation-based social care services.
- Institutional Care comprises all hospital-based care including outpatients, day case and day patients, plus accommodation-based social care services.

The Borders has already made significant progress towards the aim of providing more care in the community compared with Scotland as a whole, where the split was 44% on Community-Based Care versus 56% on Institutional care.

FIGURE 11



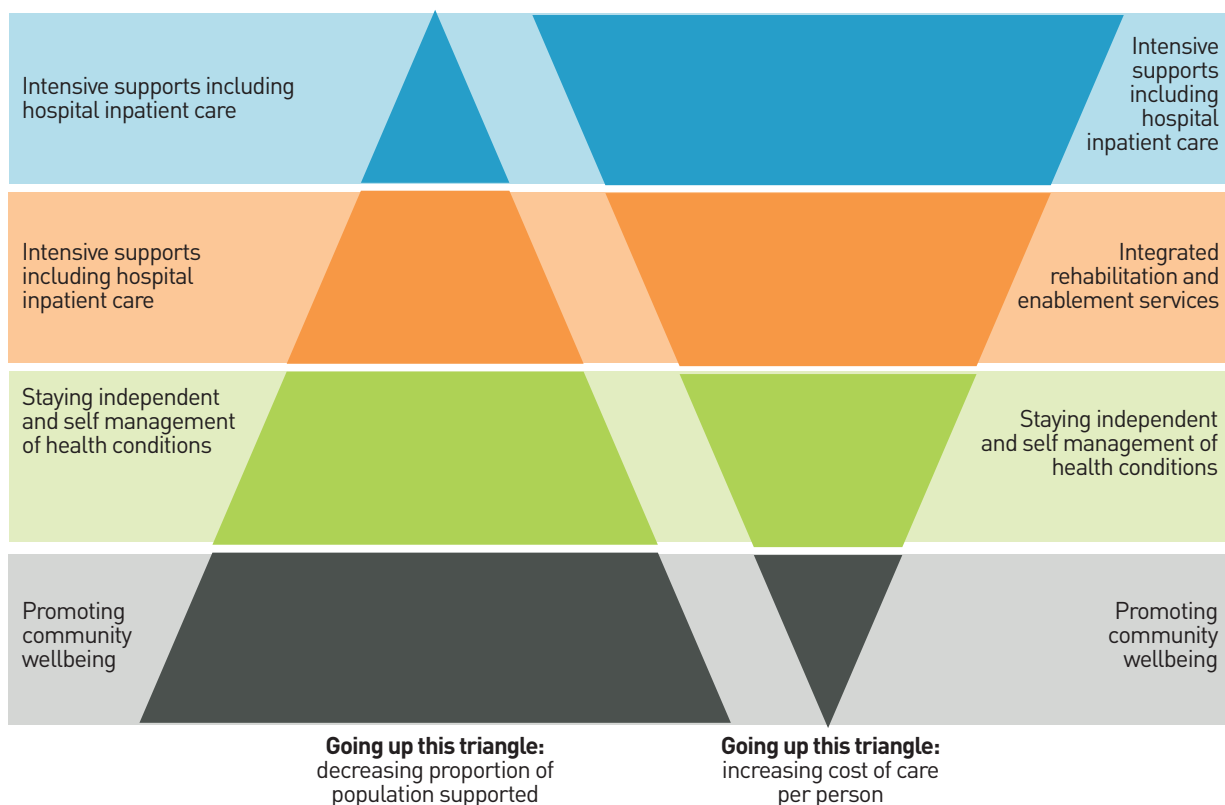
Shifting the Balance of Care Towards Prevention and Early Intervention

The aim of integrated health and social care services is to shift the balance of care towards prevention and early intervention to ensure that individuals have better health and well-being. Services need to be redesigned around the needs of the individual.

In Figure 12 below, services that promote health and well-being are shown at the bottom of each triangle, whilst intensive support services (such as acute hospital inpatient care) are shown at the top. The triangle on the left shows that a small number of people need the intensive support and care provided within hospital. However the triangle on the right shows that this small group of people use a large amount of total resource available for health and social care.

FIGURE 12

CURRENT CARE MODEL

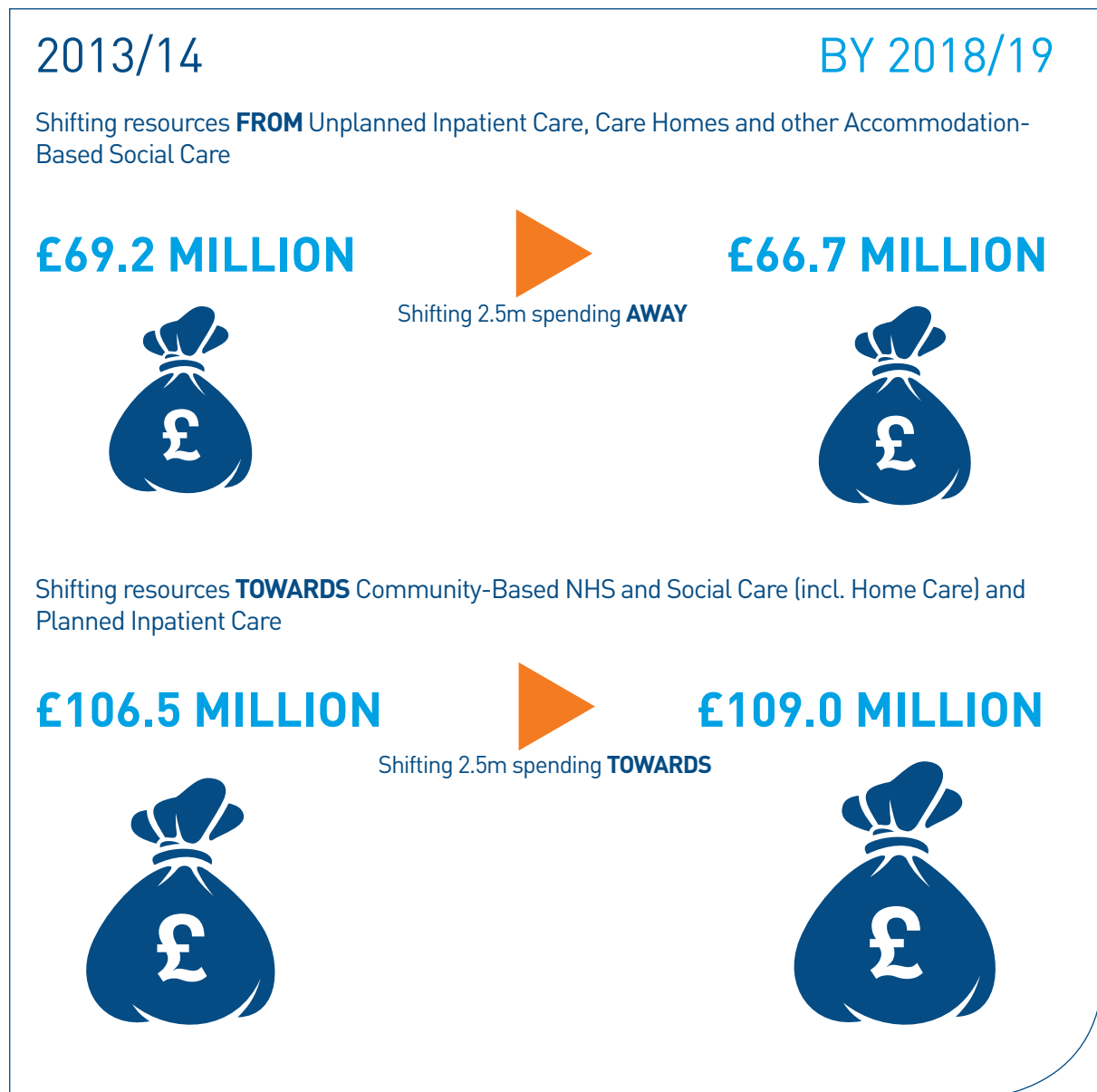


If we are able to improve health and well-being through preventive and supportive community-based care, resources can be moved and the balance of care shifted into the community as illustrated in figure 13.

What shifts do we need to make?

By shifting just 1% of our total spend of approximately £250m **FROM** Unplanned Inpatient Care and Institutional-Based Social Care **TOWARDS** Community-based NHS and Social Care and Planned Inpatient Care, we will use our resources more effectively. This will help us invest in new integrated ways of working particularly in terms of early intervention, reducing avoidable hospital admissions, reducing health inequalities, supporting unpaid carers and independent living.

FIGURE 13



The next section of this document describes the actions we will take to make this shift, the outcomes we will seek and the steps we will take to deliver our local objectives. We will describe the performance measures we will use to assess the progress we are making. In what follows we have taken into account what you have told us was important to you.

WHAT YOU SAID AND OUR PLANS

This section builds on the feedback we have received from our engagement with you over the past year. Each of our 9 Strategic Objectives is set out on the following pages with:

- a summary of your feedback relating to each objective
- an outline of how we intend to deliver what is needed to achieve the objective
- the activity identified in our current service strategies which relate to the objective
- related projects which are already underway
- what people can expect to see in terms of targets and outcomes against each objective over the next 3 years

Objective 9, We want to improve support for unpaid carers to keep them healthy and able to continue in their caring role, has been added as a new Strategic Objective following the last round of consultation in May and June of this year. This reflects the way in which engagement with the people who use and provide our services is central to the development of our Strategic Plan.

OBJECTIVE 1 -

We will make services more accessible and develop our communities

Strong communities are a real asset of the Borders. Community capacity building could make a big improvement to the health and independence of people.

What we heard you say is important to you:

- Be clear in the way communication is delivered and consider the audience.
- Build on existing work to increase to community capacity.
- Use community-based education from early age to encourage better lifestyles.
- Ensure information is up-to-date, accessible both off- and on-line and improve how people are directed to services.

We want to:

- Improve access to our services and information and assist people to help themselves
- Develop local responses to local needs
- Communicate in a clear and open way

This is how we intend to do this through our current services and strategies:

- Introduce area co-ordinators and involve service users in the design and delivery of services. (Learning Disability)
- Improve co-ordination for individuals and build capacity in communities to support older people at home. (Older People)
- Put people with dementia at the centre of planning and providing services and ensure they are able to live independently within their own homes and community. (Dementia)
- Improve information and advice to carers. (Carers)
- Strengthen partnership and governance structures. (Drugs and Alcohol).
- Achieve best outcomes for service users, foster recovery, social inclusion and equity. (Mental Health and Wellbeing)
- Improve access, develop integrated services, ensure quality services. (Sensory Impairment)
- Develop a multi-agency training strategy and programme, specialist development sessions and forums, disseminate knowledge, share good practice and enhance practitioner skills. (Adult Support & Protection)

These are some of the changes that we have started to make:

- **Burnfoot Community Hub** – supporting the creation of a Community Hub facility to allow delivery of a range of community services and activities.
- **Borders Community Capacity Building** – supporting older people in Cheviot, Tweeddale and Berwickshire to establish or create new activities in their local communities – initiated through co-production and self-sustainable.
- **Locality Planning/Locality Management** – Taking into account the varying needs of the Borders population, we will have local plans and aim to devolve some services accordingly.

What you can expect to see over the next three years:

- We would like to maintain 90% of adults in the Borders rating the overall care provided by their GP as “Excellent” or “Good” (higher than 87% overall for Scotland) in 2013/14. (Source: Health and Care Experience Survey 2013/14, Scottish Government.)
- We want to increase the proportion of adults who received help and care services in the Borders and rated the services as “Excellent” or “Good” in 2013/14 to 85% from 83%.
- We want to see the number of adults who agree that the help, care or support services they had received improved or maintained their quality of life from 83% (lower than the Scottish average of 85%) to 86%.

OBJECTIVE 2 -

We will improve prevention and early intervention

Ensuring that people struggling to manage independently are quickly supported through a range of services that meet their individual needs.

What we heard you say is important to you:

- Be more proactive about providing early intervention and prevention: support people better/earlier, and promoting existing services e.g. health checks at GP surgeries.
- More Anticipatory Care Planning for people and their main carer.
- Work with other organisations, staff and people to develop integrated approaches to prevention and promote personal responsibility.
- More acute care and services in local communities.

We want to:

- Prioritise preventative, anticipatory and early intervention approaches.
- Focus services towards the prevention of ill health, to anticipate early-on the need for support and to react where possible to prevent crisis.

This is how we intend to do this through our current services and strategies:

- Help the growing pool of 'young old' people to stay well through prevention measures. (Older People)
- Reduce the amount of drug and alcohol use through early intervention and prevention. (Drugs and Alcohol)

These are some of the changes that we have started to make:

- **Telehealthcare** – looking at how technology can be used to provide better home-based health care.

What you can expect to see over the next three years:

- We want to maintain 96% of Scottish Borders GP practice patients who felt that they were able to look after their own health 'very well' or 'quite well' (a little higher than the Scottish average of 94%). (Source: Health and Care Experience Survey 2013/14, Scottish Government.)

OBJECTIVE 3 -

We will reduce avoidable admissions to hospital

By appropriate support in the right place at the right time, we will ensure people are supported to remain in their own homes.

What we've heard you say is important to you:

- Ensure essential equipment is easily accessible at all times for people, staff, families and carers.
- Improve discharge planning to ensure it is clearly communicated and coordinated.
- Ensure there is an integrated response to prevent admissions.
- Increase self-referral and reduce waiting list times so that people can be supported as quickly as possible before their needs change.

We want to:

- Reduce unnecessary demand for services including hospital care. If a hospital stay is required we will minimise the time that people are delayed in hospital.

This is how we intend to do this through our current services and strategies:

- Helping older people to stay well through prevention measures; improving the coordination and help them in making their way through the health and social care system; building capacity in communities to support older people at home; and having appropriate housing in place to keep people independent. (Older People)

These are some of the changes that we have started to make:

- **Connected Care** – aims to create improved community support to prevent hospital admission and ensure timely discharge. We are working with other organisations to develop new and improved approaches to make this happen.

What you can expect to see over the next three years:

- We would like to reduce overall rates of emergency hospital admissions by 10% by improving health and care services for people in other settings.
- We would like to reduce the rate of multiple emergency hospital admissions in people aged 75 and over, by 10%, by improving health and care services for people in other settings.
- We will reduce instances of patients being readmitted to hospital within 28 days of discharge by 10%
- We will reduce falls amongst people aged 65 and over by 10%.

OBJECTIVE 4 -

We will provide care close to home

Accessible services which meet the needs of local communities, allows people to receive their care close to home and build stronger relationships with providers.

What we've heard you say is important to you:

- Ensure there are appropriate and accessible services in the community to support prevention.
- Ensure that the right staff are in place to support people who need to access services.
- Work more closely with our communities and organisations and make better use of local knowledge.
- Make the care profession a more attractive career.

We want to:

- Support people to live independently and healthily in local communities.

This is how we intend to do this through our current services and strategies:

- Introduce area co-ordinators and involve service users in the design and delivery of services. (Learning Disability)
- Work with other organisations so people with a physical disability can live as independently as possible; develop opportunities for people with a physical disability to fully engage in their local community; and improve access to public transport. (Physical Disability)
- Build capacity in communities to support older people at home and have appropriate housing in place to keep people independent. (Older People)
- Ensure people with dementia have access to services which enable them to remain independent within their own homes and community as long as practical. (Dementia)
- Develop a joint approach to commissioning; achieve the best outcomes for service users; foster recovery, social inclusion and equity; and achieve a balanced range of services. (Mental Health and Wellbeing)

These are some of the changes that we have started to make:

- **Health Improvement** – To support people to live well with long term conditions – we will promote self-management to empower people and their carers to actively engage in creating individualised care.
- **Borders Ability Equipment Store** – Ensure provision meets the future demands of a growing elderly population which will require additional equipment, technology options and support.

What you can expect to see over the next three years:

- We would like to see more people supported and cared for in their own homes or another homely setting, currently 65% in the Borders and 62% in Scotland overall.
- We would like to maintain the average proportion of the last six months of a person's life that they spent at home at 91.6%, a little higher than the Scottish average of 91.2%.
[Source: Health and Care Experience Survey 2013/14, Scottish Government].

OBJECTIVE 5 -

We will deliver services within an integrated care model

Through working together, we will become more efficient, effective and provide better services to people and give greater satisfaction to those who provide them.

What we've heard you say is important to you:

- More integrated and proactive local teams, sharing responsibility and enabling faster decision making.
- Recognise and clarify the roles of all organisations involved in providing health and care services and make better use of each other's skills and experience.
- Integrate IT systems between organisations to improve communications and information sharing.
- Ensure communities are considered individually when planning health and care services.

We want to:

- Ensure robust and comprehensive partnership arrangements are in place.
- Pro-actively integrate health and social care services and resources for adults.
- Integrate services, staff, systems and procedures.

This is how we intend to do this through our current services and strategies:

- Improve integration of health and social care provision. (Learning Disability)
- Improve the coordination and help for individuals making their way through the health and social care system. (Older People)
- Develop an integrated approach to commissioning, and achieve a balance of services. (Mental Health and Wellbeing)
- Improve access and develop effective and integrated quality services. (Sensory Impairment)
- Develop a multi-agency training strategy and programme, specialist development sessions and forums, disseminate knowledge, share good practice and enhance practitioner skills. (Adult Support & Protection)

These are some of the changes that we have started to make:

- **Mental Health Integration** – build on existing arrangements in Mental Health Service to integrate community teams.
- **Co-production approach** – working together between professionals and patients to review redesign and deliver integrated services.

What you can expect to see over the next three years:

- We would like to see the proportion of adults who agreed that their health and care services seemed to be well co-ordinated rise from 79% (the average for Scotland) to 85%. (Source: Health and Care Experience Survey 2013/14, Scottish Government.)
- We would like to reduce the number of bed-days occupied by adults due to delayed discharge across all ages, but particularly for those aged 75 and over from 84% to the Scottish average of 73%.
- We will do more to support and empower our staff and achieve a higher proportion of employees who would recommend their workplace as a good place to work. (Currently 56% of NHS Borders staff would recommend their workplace as a good place to work compared to 61% for NHS Scotland as a whole. The same question will be included in future council staff surveys.)

OBJECTIVE 6 -

We will seek to enable people to have more choice and control

Allowing people to have more choice and control of their health and social care services means they can receive the right services at the times they want to receive them.

What we've heard you say is important to you:

- Ensure services are flexible to address short- and long-term needs and to be as close to 24/7 as possible to allow people to access the services they need when they need them.
- Provide more housing options, giving people more freedom and choice.
- Increase availability of self-referral to access services and ensure consistency across services.
- Encourage more people to self-manage their conditions.

We want to:

- Ensure the principles of choice and control, as exemplified in Self Directed Support, are extended across all health and social care services.

This is how we intend to do this through our current services and strategies:

- Enable people with a physical disability to have choice and control over how they are supported to live independently. (Physical Disability)
- Ensure the needs of people with dementia are at the centre of all planning and provision of services specific to them. (Dementia)
- Improve the provision of information and advice to carers, improve quality of carer assessments/ support plans. (Carers)
- Improve access, develop effective and integrated services, ensure high quality of delivery of services. (Sensory Impairment)
- Develop a multi-agency training strategy and programme, specialist development sessions and forums, disseminate knowledge, share good practice and enhance practitioner skills. (Adult Support & Protection)

These are some of the changes that we have started to make:

- **Self-Directed Support** – is now being implemented across health and social care services.
- **Dementia** – The Scottish Borders Dementia Strategy is being updated to align it with national strategies. One area of focus is Post Diagnostic Support for people who are recently diagnosed. New models are being explored. Another area of development is a local Dementia Working Group which, with support for Alzheimer Scotland, will ensure people with dementia have their voices heard and are involved in service development. The group will link to the Scottish Dementia Working Group and will have opportunities to be involved with strategic developments at a national level.

What you can expect to see over the next three years:

- We want to increase the proportion of adults who received help and care services in the Borders and agreed that they were supported to live as independently as possible from 83% (a little lower than the Scottish average of 84%) to 85%.
 - We want to improve upon the 80% of those recipients of help and care services who agreed that they had a say in how their help, care or support was provided (lower than the 83% average for Scotland) to 85%.
- (Source: Health and Care Experience Survey 2013/14, Scottish Government.)

OBJECTIVE 7 -

We will further optimise efficiency and effectiveness

Strategic Commissioning requires us to constantly analyse, plan, deliver and review our services which give us flexibility to change what we do and how we do it.

What we've heard you say is important to you:

- Improve clarity of decision making process and enable decisions to be made more quickly.
- Ensure that we make the most of our staff through training and flexibility and create more opportunities to offer additional support.
- Acknowledge and address changes from traditional roles like District Nurses and Carers.
- Value and support our volunteers.
- Make better use of our existing resources – buildings, people, and finance to ensure that they are sufficient and used as effectively and efficiently as possible.

We want to:

- Transform the way we provide services.
- Efficiently and effectively manage resources to deliver “Best Health, Best Care, Best Value”.
- Support and develop our staff.

This is how we intend to do this through our current services and strategies:

- Make efficient use of the funding and other resources available. (Dementia)

These are some of the changes that we have started to make:

- **Transitions** – focusing on young people who have a diagnosed learning disability and who are moving from children's to adult's services across Health, Social Care, Children's Services and Education to improve the transition.
- **My Home Life** – offer training to managers to help improve quality of life in care homes.
- **Focus on Outcomes Training** – deliver a new outcome-focused assessment for social care and associated training.

What you can expect to see over the next three years:

- We will do more to support and empower our staff and achieve a higher proportion of employees who would recommend their workplace as a good place to work. (Currently 56% of NHS Borders staff would recommend their workplace as a good place to work compared to 61% for NHS Scotland as a whole. The same question will be included in future council staff surveys.)
- We would like a higher proportion of our budget to be spent on community-based health and social care and planned hospital care. In the Borders, 20% of all NHS and Social Care expenditure in 2013/14 was in relation to hospital stays, where the patient was admitted as an emergency. This is lower than the Scottish average of 22%. (Source: Integrated Resource Framework, www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Publications/index.asp)

OBJECTIVE 8 -

We will seek to reduce health inequalities

Ensuring that people do not miss out on services due to, for example, a health condition, or lack of easy access to transport.

What we've heard you say is important to you:

- Ensure openness and consistency around access to services.
- Work with communities to address loneliness, deprivation and inequality and empower them to develop their own solutions.
- Work with local transport providers across all sectors to provide appropriate and accessible transport services.

We want to:

- Reduce inequality, in particular health inequality and support and protect those who are vulnerable in our communities.

This is how we intend to do this through our current services and strategies:

- Develop a Carers Rights Charter, ensure carer representation on Health and Social Care Partnership. (Carers)
- Reduce the amount of drug and alcohol use through early intervention and prevention, reduce drug and alcohol related harm to children and young people, improve recovery outcomes for service users and reduce related deaths. (Drugs and Alcohol)
- Improve access, develop effective and integrated services, ensure high quality of delivery of services. (Sensory Impairment)

These are some of the changes that we have started to make:

- **Transport Hub** – Scottish Borders Council, NHS Borders, The Bridge, Red Cross, Berwickshire Association of Voluntary Services and Royal Voluntary Service are working as partners to put in place a coordinated, sustainable approach to providing community transport.
- **Community Learning Portal** – provide free access to the Community eLearning Portal for staff in partner organisations.
- **Stress & Distress Training** – provide training in a personalised way to understanding and intervening in stress and distressed behaviours in people with dementia. This training aims to improve the experience, care, treatment and outcomes for people with dementia, their families and carers.
- **Deaf Awareness E-learning** – create an e-learning training resource focusing on the needs of older people with hearing loss. Initially the training will be available to Scottish Borders Council and NHS staff, but the intention is to ensure that partner organisations have access to it in the future.

What you can expect to see over the next three years:

- We want to improve and increase the percentage of adults who received help and care services in the Borders who agreed that they felt safe from 81% (lower than the Scottish average of 85%) to 86%. (Source: Health and Care Experience Survey 2013/14, Scottish Government.)
- We would like to maintain the downward trend in the Borders in death rates in people aged under 75.

OBJECTIVE 9 -

We want to improve support for unpaid Carers to keep them healthy and able to continue in their caring role

What we've heard you say is important to you:

- Improve support for carers to avoid deterioration in their own health and well-being and prevent crisis.
- Encourage people to recognise their roles as carers and ensure carers are involved in decision making and planning.

We want to:

- Improve support for carers so they can avoid deterioration in their own health and well-being and prevent crisis.
- Encourage people to recognise their roles as carers and ensure carers are involved in decision making and planning.

This is how we intend to do this through our current services and strategies:

- Ensure the needs of carers are considered alongside those of the person living with dementia. (Dementia)
- Develop a Carers Rights Charter, improve communication and advice to carers, improve quality of carer assessments and support plans, ensure carer representation on health and social care partnership and produce a resource on issues relating to stress and caring. (Carers)

These are some of the changes that we have started to make:

- **Carers** - We have commissioned the Carers Centre to be the first point of contact for Carers' Assessments. This model has been extremely successful and reduced the length of time for Carers waiting for assessment. However not all Carers are accessing the Centre. Work is underway to consider how we can promote the service and additionally how the Carers Centre can be supported to meet increased demand.

What you can expect to see over the next three years:

- We want to increase the percentage of unpaid carers reporting that they feel supported to continue caring from 41% (lower than the Scottish average of 44%) to 50%.
- We want to support unpaid carers in the Borders so that fewer carers feel caring has had a negative impact on their health and well-being and reduce this figure from 30% to 20%. (Source: Health and Care Experience Survey 2013/14, Scottish Government.)

Planning for Change – Key Priorities

A fund of £6.39m over three years has been provided to integrate services. Detailed below are the priorities for 2016/17.

- To develop integrated accessible transport.
- To integrate services at a local level.
- To roll out care coordination to provide a single point of access to local services.
- Work with communities to develop local solutions.
- Provide additional training and support for staff and for people living with dementia.
- Further develop case for extra care housing for older people in Berwickshire.
- To promote healthy living and active ageing.
- To improve planning for young people moving from young people services to adult services.
- To improve the quality of life of people with long term conditions by promoting healthy lifestyles, access to leisure services, along with support from the Third Sector.
- Promote support for independence and reablement so that all adults can live as independent lives as possible.

LOCALITY PLANNING

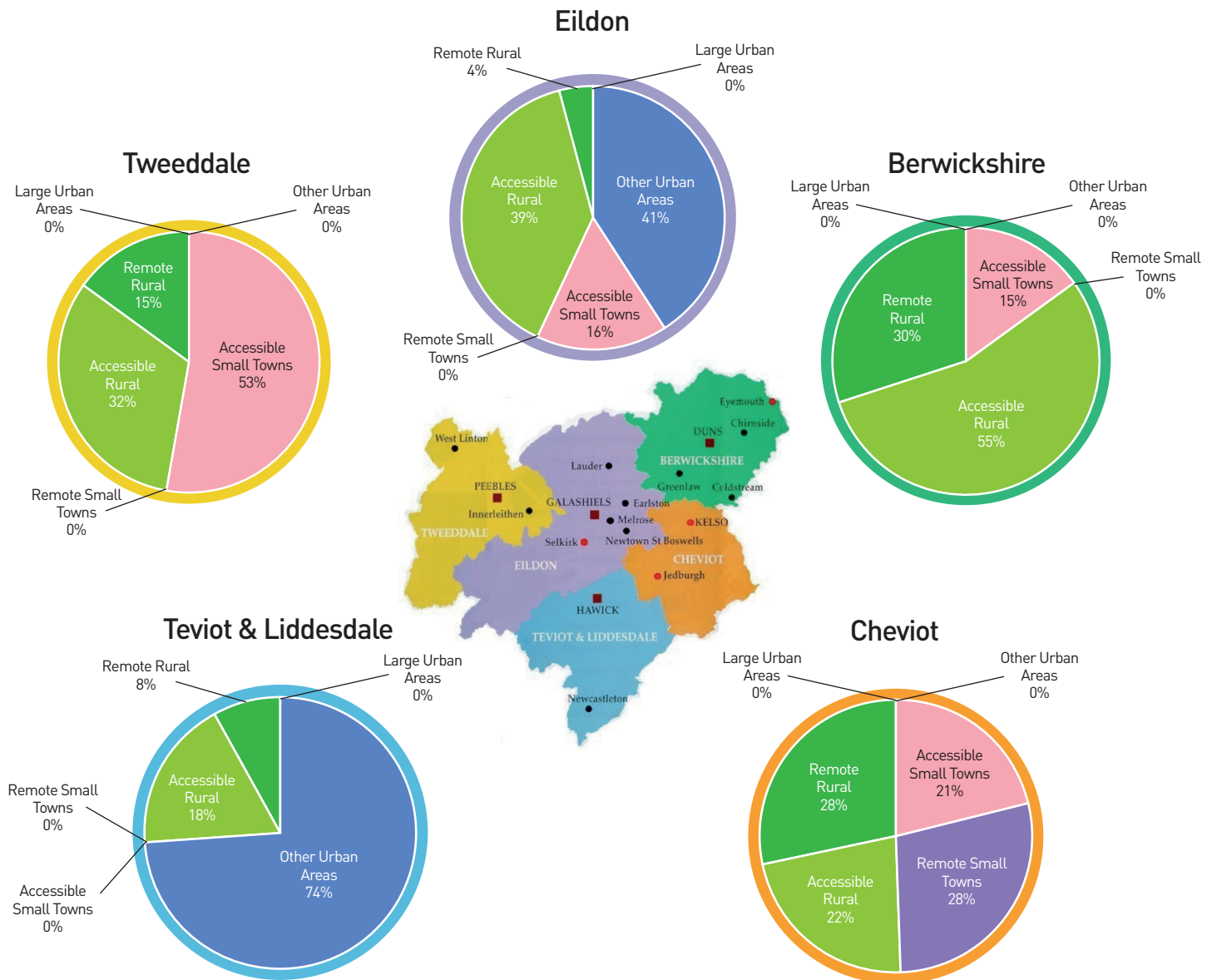
There are five commonly recognised localities in the Borders as the map on the following page shows. These are based on the five existing Area Forum localities - Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, and Tweeddale. The summary profiles for each of the five localities show some of the differences between them. As part of the planning process, we will build more detailed locality profiles, including a wider range of measures relevant to health and social care. This will allow us to target need most appropriately.

We have set up a group to oversee the development of planning in each of the five localities. Service users, carers, communities and health and social care professionals – including GPs – must be actively involved in locality planning so that they can influence how resources are spent in their area.

Working together in this way is central to our approach. Where appropriate, we will devolve resources towards the delivery of particular local outcomes. We will develop services in localities through discussion with individuals, families and carers. Planning groups will be established in each locality. The role of the locality planning groups will be to identify local priorities and help shape plans to address them.



OUR AREA FORUM LOCALITIES AND THEIR URBAN RURAL POPULATION PROFILES



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Category	Description
1 Large Urban Areas	Settlements of 125,000 or more people.
2 Other Urban Areas	Settlements of 10,000 to 124,999 people.
3 Accessible Small Towns	Settlements of 3,000 to 9,999 people and within 30 minutes drive of a settlement of 10,000 or more.
4 Remote Small Towns	Settlements of 3,000 to 9,999 people and with a drive time of over 30 minutes to a settlement of 10,000 or more.
5 Accessible Rural	Areas with a population of less than 3,000 people, and within a 30 minute drive time of a settlement of 10,000 or more.
6 Remote Rural	Areas with a population of less than 3,000 people, and with a drive time of over 30 minutes to a settlement of 10,000 or more.

Source: Scottish Government Urban/Rural Classification 2013/14 and National Records of Scotland.
www.gov.scot/Publication/2014/11/2763/downloads



Tweeddale

- Estimated population in 2013: 19,192.
- 41% of live in its largest settlement, Peebles (population 7,908), whilst 59% live in smaller settlements or rural areas.
- The locality with the highest proportion of its population aged under 16 (18.7%). 60.1% of the population are aged 16-64 and a further 21.2% are aged 65+.
- In 2014/15 there were 16.6 attendances at Borders General Hospital A&E for every 100 population.
- In 2011-2013 the emergency hospital admission rate was 80 per 1,000 population.

Eildon

- Estimated population in 2013: 38,798. Our largest locality in population terms (over one third of Scottish Borders residents live here).
- Nearly one third of residents live in Galashiels (estimated population 12,394) and another 14% in Selkirk (estimated population 5,608).
- The locality with the highest proportion of its population aged 16-64 (62.3%) and the lowest proportion aged 65+ (20.5%). A further 17.2% of the population are aged under 16.
- In 2014/15 there were 27.3 attendances at Borders General Hospital A&E for every 100 population – this is the highest rate across our localities.
- In 2011-2013 the emergency hospital admission rate was 93 per 1,000 population; this is the highest rate across our localities.

Berwickshire

- Estimated population in 2013: 20,862.
- No large towns; most people live in small settlements or rural areas. Eyemouth (population 3,152) and Duns (population 2,444) are the largest settlements here.
- 15.8% of the population are aged under 16, 60.0% are aged 16-64, 24.2% are aged 65+.
- In 2014/15 there were 15.8 attendances at Borders General Hospital A&E for every 100 population – this is the lowest rate across our localities.
- In 2011-2013 the emergency hospital admission rate was 79 per 1,000 population.

Cheviot

- Estimated population in 2013: 16,407. Our smallest locality in population terms.
- More than 60% of residents live in Kelso and Jedburgh, which have estimated populations of 6,139 and 3,959, respectively.
- The locality with the highest proportion of its population aged 65+ (25.6%). It also has the lowest proportions of children aged under 16 (15.6%) and people aged 16-64 (58.8%).
- In 2014/15 there were 19.7 attendances at Borders General Hospital A&E for every 100 population.
- In 2011-2013 the emergency hospital admission rate was 75 per 1,000 population; this is the lowest rate across our localities.

Teviot & Liddesdale

- Estimated population in 2013: 18,611.
- Nearly three-quarters of the population live in the town of Hawick (estimated population 13,696).
- 15.7% of the population are aged under 16, 60.6% are aged 16-64, 23.7% are aged 65+.
- In 2014/15 there were 23.4 attendances at Borders General Hospital A&E for every 100 population.
- In 2011-2013 the emergency hospital admission rate was 87 per 1,000 population.

WHAT WILL SUCCESS LOOK LIKE









PLANNING FOR INTEGRATED SERVICES

The two case studies here illustrate how ordinary people should experience a better integrated health and social care service.

PAMELA AGE 57

I'm Pamela and I've lived in Innerleithen most of my life. I live with my husband Owen and our daughter Jane. My 83 year old Father lives in sheltered housing nearby and our eldest daughter Jillian lives 7 miles away in Peebles. I have a lot of friends who live in the area.

	MY SITUATION	MY THOUGHTS	INTEGRATION FOR ME
	I look after my 3 year old grandson, Jack, 3 times a week. I visit my elderly father every day and I am the first responder to his Bordercare alarm. I recently had a Carer Assessment carried out.	I recently realised how much I've been looking after my Father. I love my Father and I want to care for him, but sometimes, I resent being his first responder and I feel I sacrifice things that are important to me to look after him. I feel guilty for thinking these things. Sometimes I don't understand what's happening with his care. I worry a lot about him.	<ul style="list-style-type: none"> Coordinated health and care teams Single point of access More support for unpaid carers Clear information on available services
	I live in a modern, rented house. My husband Owen and I don't drive so we rely on public transport.	I love where I live and I like that I can walk to shops and the bus stop. But I find organising transport to get my Father to appointments can be really difficult.	<ul style="list-style-type: none"> A single number to book transport Easier access to more coordinated services
	Owen recently retired for health reasons. My Father has dementia and is prone to falling. Jane is taking her higher exams. I love looking after Jack and seeing Jillian. Her partner Bill is nice too.	Owen is eight years older than me. He struggles with depression and I feel I need to be with him, which can result in me not being able to spend enough time with my Father or Jane. My Father falls occasionally. He has been recommended to attend gentle exercise classes but he says no.	<ul style="list-style-type: none"> More ways to address social isolation in a community Building community capacity to support people in communities
	I work part-time in a shop in nearby Galashiels.	I've considered reducing my hours to spend more time with my Father and my family, but I can't for financial reasons. I often have calls to make or receive about my Father when I'm at work which is challenging as I've limited flexibility. I sometimes have to take leave to take him to appointments.	<ul style="list-style-type: none"> More options to support people to attend appointments Increased health and social care service hours.
	I've high blood pressure, arthritis and anxiety. I'm a cancer survivor. I take many prescription drugs. I've been a heavy smoker for years.	I don't take the best care of myself because by the time I've looked after my Father, grandson, Owen, daughter, been to work and volunteered at Church I'm often too tired. I tend not to tell Owen about my worries because of his depression. Smoking helps me feel more relaxed, but I've noticed I smoke more now. I'm quite anxious so I was grateful that the Carer's Assessment lady listened to me.	<ul style="list-style-type: none"> Locally available acute health and care services Anticipatory care planning for my Father, Owen and me Coordinated teams with a lead worker
	Owen and I have many friends here. I enjoy volunteering at my local church.	We have a good community with neighbours and friends helping out. I've school friends and friends at Church, so every once in a while, if things are ok, I meet them for lunch. My Father is isolated and he would really like visits from people as he has trouble going out.	<ul style="list-style-type: none"> Building community capacity to support people within communities

CHARLIE

AGE 78

I'm Charlie. I've lived in Kelso since I retired here 15 years ago with my wife, Sandra, who died 5 years ago. I've been alone since. My two children live far away. They come for visits, but they have busy lives and their own families. I love Kelso, I feel safe and happy here, apart from being so far from my family.



MY SITUATION	MY THOUGHTS	INTEGRATION FOR ME
I am a widower. I don't need health and care services at the moment.	I feel capable, but having recently had a fall, I had a bit of a fright and I was admitted to hospital for a short while. It was sad as I had no visitors which made me start to think about what would happen to me when I do need more help. I don't want to be a burden to my children. I always thought I would grow old with Sandra. There are home carers who can help me, but I would prefer to have someone I could rely on, not a lot of different people.	<ul style="list-style-type: none"> • Ensure appropriate staff and services in place when people need them • Review Home Care to adapt to changes in carer roles • Local coordinated and integrated teams
I live in a 3 bedroom house with a large garden, on the outskirts of the town. I drive, but I'm less confident now so I don't like driving.	I know my house is too big and I cannot manage the garden alone, but I don't want to move and start over with a new house and neighbours. I'm a 10 minute walk to the bus stop and buses are regular but if I need to go to the Hospital, I have to change buses. I feel I need to drive more and more.	<ul style="list-style-type: none"> • Coordinated local transport • Bigger range of locally based housing options
My son Paul lives in England. My daughter Steph and her family moved to Florida 3 years ago.	Paul visits every couple of months. I can see he's worrying about me and I know Steph feels guilty for being so far away. I want to be able to reassure them I have a plan for any future needs and that I can support myself. Paul wants me to move near him but I don't deal with change very well.	<ul style="list-style-type: none"> • Anticipatory Care Planning
I'm retired. I had to step back from my voluntary work at my bowls club which I enjoyed.	I liked being Treasurer of my local bowls club. My friend introduced me to bowls and she takes me when she can, but she can't make it every week. I had to give up being Treasurer as it became too much. I don't feel as fulfilled as I did. I would love to do more voluntary work.	<ul style="list-style-type: none"> • Appropriate volunteering opportunities for older people
I'm slowing down and finding things harder. I've many medications, I'm not sure what they are and why I take them.	I like to keep active and I do drive when I need to, usually to appointments and shops. It was a scary when I fell, but I don't think I needed to go to the emergency department, but I couldn't be checked locally. I felt very overwhelmed by the number of people asking me the same questions – surely the staff can look it up on my medical notes?	<ul style="list-style-type: none"> • Locally based services • Better information sharing across organisations
When Sandra was alive we did lots of things together, but it's not the same without her.	I feel lonely without my wife and not as confident to socialise with people. My neighbours are lovely, but I don't see them as often as I used to. I wish there were more activities and groups for older people like me.	<ul style="list-style-type: none"> • Community based groups and activities

PLANNING INTO THE FUTURE

The Strategic Plan will only be the beginning. It will be a living working document which will change and grow throughout its life. It will build on feedback from people living in the Borders. It will be reviewed at least every three years, based on an on-going assessment of need. In the future, we will focus particularly on how to meet the needs of people who use services in local communities.

Throughout the last 12 months we held a number of engagement events for both the public and staff. The information we received from these events has been used to inform this document. For example, the 9th local objective on support for unpaid carers was added as a direct result of your feedback. Thank you to all who came along and contributed.

In the coming months, we will be arranging another round of events to discuss this draft and how we can improve on it in finalising this initial Strategic Plan by early 2016. We want to know what you think about this second draft and look forward to receiving your feedback.

WE WANT TO HEAR FROM YOU

We want to hear your thoughts and views and help us shape our Strategic Plan moving forward. What matters to you is important to us and this is your opportunity to influence the way our services are delivered through Health and Social Care.

Please return this response sheet by 11th December 2015 at the latest to the FREEPOST RRBU-KBCB-JBJG Integration, Strategic Policy Unit, Scottish Borders Council, Newtown St Boswells, Melrose TD6 0SA. Alternatively, you can complete the Electronic Feedback Form which you will find by clicking on the following link: www.scotborders.gov.uk/integration

QUESTION 1: Have we got the right priorities, if not what changes would you like to see?

QUESTION 2: Do you think the targets set out in the plan (on pages 21 to 29 at the bottom of each page) are ambitious enough or too ambitious?

QUESTION 3: Do you think the plan will address the concerns of your community, if not what changes would you make?

QUESTION 4: Is there enough detail or information in this plan for you and, if not, what more would you like to see?

QUESTION 5: Is there anything else that you think we should be doing apart from the projects outlined within this document?

QUESTION 6: How can we support people to prevent ill-health and make good recovery?

APPENDIX A

SERVICES THAT ARE INTEGRATING

Which health and social care services are we integrating?

Our partnership will be responsible for planning and commissioning integrated services and overseeing their delivery. These services are all adult social care, primary and community health care services and elements of hospital care which will offer the best opportunities for service redesign. The total resource within the partnership is £135.2 million. The partnership has a key relationship with acute services in relation to unplanned hospital admissions and will continue to work in partnership with Community Planning Partners. This includes charities, voluntary and community groups so that, as well as delivering flexible, locally based services, we can also work in partnership with our communities.

SOCIAL CARE SERVICES

- Social Work Services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental Health Services
- Drug and Alcohol Services
- Community Care Assessment Teams
- Care Home Services
- Adult Placement Services
- Health Improvement Services
- Re-ablement Services
- Aspects of housing support including aids and adaptations
- Day Services
- Local Area Co-ordination
- Respite Provision
- Continence Services

ACUTE HEALTH SERVICES

- Accident and Emergency
- General Medicine
- Geriatric Medicine
- Rehabilitation Medicine
- Respiratory Medicine
- Psychiatry of Learning Disability
- Palliative Care Services

COMMUNITY HEALTH SERVICES

- District Nursing
- General Medical Services
- Public Dental Services
- General Dental Services
- Ophthalmic Services
- Community Pharmacy Services
- Community Geriatric Services
- Community Learning Disability Services
- Mental Health Services
- Continence Services
- Kidney Dialysis outwith the hospital
- Services provided by health professionals that aim to promote public health
- Community Addiction Services
- Community Palliative Care
- Allied Health Professional Services

APPENDIX B

THE NATIONAL HEALTH AND WELLBEING OUTCOMES

The National Health and Wellbeing Outcomes are high-level statements of what health and social care partners are attempting to achieve through integration and ultimately through improving quality across health and social care.

By working with individuals and local communities, Integration Authorities will support people to achieve the following outcomes:

Nine National Outcomes	
Outcome 1	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 3	People who use health and social care services have positive experiences of those services, and have their dignity respected.
Outcome 4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 5	Health and social care services contribute to reducing health inequalities.
Outcome 6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
Outcome 7	People using health and social care services are safe from harm.
Outcome 8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services.

Source: Scottish Government

APPENDIX C

OUR LOCAL OBJECTIVES AND THE NATIONAL OUTCOMES CROSS-REFERENCED

Our Local Objectives are:

1. We will make services more accessible and develop our communities
2. We will improve prevention and early intervention
3. We will reduce avoidable admissions to hospital
4. We will provide care close to home
5. We will deliver services within an integrated care model
6. We will seek to enable people to have more choice and control
7. We will further optimise efficiency and effectiveness
8. We will seek to reduce health inequalities
9. We want to improve support for unpaid Carers to keep them healthy and able to continue in their caring role

The National Outcomes cross-referenced with Our Local Objectives

National Outcomes	1	2	3	4	5	6	7	8	9
Local objective 1	★	★	★	★		★		★	
Local objective 2	★	★		★	★			★	
Local objective 3	★	★							★
Local objective 4	★	★	★	★	★	★			★
Local objective 5				★				★	★
Local objective 6	★	★	★	★	★	★	★		
Local objective 7								★	★
Local objective 8	★	★	★		★	★	★		
Local objective 9	★	★	★	★	★	★	★		

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SCOTTISH BORDERS LOW CARBON ECONOMIC STRATEGY 2023 – UPDATED ACTION PLAN AND PROPOSED PERFORMANCE FRAMEWORK

Report by Director of Corporate Transformation and Services

COMMUNITY PLANNING PARTNERSHIP - STRATEGIC BAORD

26 November 2015

1 PURPOSE AND SUMMARY

- 1.1 This report updates the Scottish Borders Community Planning Partnership Strategic Board on progress to refresh the Scottish Borders Low Carbon Economic Strategy 2023 Action Plan. It also proposes a draft Performance Framework to support the monitoring of delivery of the Strategy Aims and Objectives.**
- 1.2 It was agreed when the Strategy was approved in October 2013 that the Action Plan would be reviewed regularly and the process to refresh the Action Plan began in February 2015. The refreshed Action Plan (Appendix 1) involved a thorough consultation process with a range of partners. To allow effective monitoring of progress against the Aims and Objectives of the Strategy, the Performance Framework (report attached as Appendix 2) has also been developed. It suggests a series of performance indicators ranging across the key objectives within the Strategy.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Strategic Board:**
 - (a) Agrees the updated Scottish Borders Low Carbon Economic Strategy 2023 Action Plan and that implementation of the Action Plan continues to be overseen by the Economy and Low Carbon Programme Delivery Team;**
 - (b) Agrees the draft Low Carbon Economic Strategy Performance Framework.**

3 LOW CARBON ECONOMIC STRATEGY 2023 - BACKGROUND

- 3.1 The Scottish Borders Low Carbon Economic Strategy 2023 sets out the context for the transition to a low carbon economy at international, national and local levels. The strategy outlines a series of strategic aims and initiatives to deliver the key priorities identified by the Community Planning Partnership.
- 3.2 The Strategy is framed around a series of strategic aims which will contribute to the national aspirations set out by the Scottish Government. The strategic aims are: A. Improve Business Competitiveness; B. Improve Residents' Quality of Life; C. Adapt our Infrastructure; D. Increase Community Resilience.

4 ACTION PLAN REFRESH

- 4.1 **Consultation**
The process to refresh the Action Plan began in February 2015. The actions within the Action Plan have been reviewed through detailed consultation with partners. Two well attended and successful partner workshops were held in March and April to review and redefine actions. Further specific 1-2-1 discussions with partners have continued since then leading to clearer definition of actions and agreed action leads being set out in the current version of the document. Progress with the refreshed Action Plan and Performance Framework has been considered regularly by the Economy and Low Carbon Programme Delivery Team and by the Joint Delivery Team on the 2 September 2015.
- 4.2 **Changes to Format**
The aims and objectives of the Action Plan remain as they were in the original version. The main areas which have been updated with new actions are around development of the renewable energy sector (Aim 1, Objective 3), support for community renewable energy schemes (Aim B, Objective 3), and preparing our infrastructure and communities to meet the challenges of a changing climate (Aim C, Objective 2 & Aim D, Objective 1).
- 4.3 **Action Leads**
In order to drive forward actions, lead responsibility for delivery is set out more specifically and all actions have an agreed lead partner identified. These lead partners have been crucial to the definition of each action and have agreed to act as project initiators who will co-ordinate and support the activity required by partners to deliver the action.
- 4.4 **Resources**
The previous Action Plan acknowledged that not all actions were fully resourced at the time of writing, but it was felt to be important that the Plan conveyed the ambition of partners to move the low carbon agenda forward. The previous Action Plan achieved this by setting out those actions which had secured resources and were part of planned activity by CPP partners and separating those actions which were part of a 'Project Pipeline' where resources had still to be identified.
- 4.5 To tackle this element, the revised format retains the 'Resource' column, and notes that resources are either 'In place' (row is toned light grey) or 'Resource required' (row has no tone). Completed actions from the

previous Action Plan are toned dark grey.

4.6 **Progress**

In terms of overall delivery of activity in the previous version of the Action Plan, there has been good progress against the actions which were highlighted as being resourced. Examples of good progress include:

- Business Gateway action around low carbon advice for businesses, highlighted by the amount of loan funding accessed by Borders SMEs.
- Good progress has been made with domestic energy efficiency measures through the Home Energy Efficiency Programme Scotland, most recently supporting the installation of external wall insulation.
- Significant activity is being delivered by the Registered Social Landlords in terms of property upgrades, including energy efficiency measures and planning for the installation of renewable energy systems.
- The successful installation of a series of 8 electric vehicle rapid charging points, extending the network across the main Borders towns.
- Significant progress on the development of sustainable transport options through the work of the Strategic Transport Board

4.7 **Performance Framework**

The draft Performance Framework has been developed, alongside the evolution of the Action Plan, and a report on this framework is attached as Appendix 2. The Performance Framework has been structured around a set of 'headline' indicators and in line with the overall aims of the Low Carbon Economic Strategy – Businesses, Home and Community. The headline indicators are extracted from national datasets, e.g. electricity and gas sales, CO₂ emissions, while some of the themed indicators are collected locally, e.g. the number of enquiries to Resource Efficient Scotland from Scottish Borders businesses, and the number of visits made by the SBC Home Energy Advice Service. As implementation progresses, the suite of indicators will evolve as new information becomes available.

4.9 **Targets**

The report on the draft Performance Framework at Appendix 2 gives an explanation as to why the indicators have been recommended, and shows trend information where available. Further work is required by partners to identify and agree realistic targets for each indicator. This will be progressed by the action leads and considered by the Economy and Low Carbon Programme Delivery Team.

Approved by

Service Director

Corporate Transformation & Services

Signature

Author(s)

Name	Designation and Contact Number
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NOVEMBER 2015

APPENDIX 1

SCOTTISH BORDERS LOW CARBON ECONOMIC STRATEGY 2023

DRAFT - ACTION PLAN REFRESH 2015

(**No tone** – resources required **Lighter toned** – resourced actions **Darker toned** – completed actions)

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

Strategic Initiatives – Building the Low Carbon Knowledge and Skills Base

Objective 1: To ensure that businesses can easily access carbon reduction support - thereby increasing competitiveness.							
Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
1.0		Deliver a programme of business support activity to encourage resource efficiency					
1.1		Business Gateway and Scottish Enterprise to promote services available through Resource Efficient Scotland (RES) Deliverables <ul style="list-style-type: none"> - Deliver series of themed low carbon/resource efficiency seminars and workshops across the Scottish Borders - Advisers to offer initial low carbon advice and refer clients to RES - Deliver series of seminars targeting sectors – food & drink, tourism, construction, textiles, renewables, creative sector 	Business Gateway, Scottish Enterprise	In place - staff time	Ongoing	Increased uptake of RES support and improved business performance	

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
	<i>completed</i>	- Survey of 1300 Business Gateway contacts to assess level of interest in taking forward resource efficiency action	Business Gateway Advisers/ Resource Efficient Scotland	Staff time	April 2015	Greater understanding of level of demand	2% return, results indicate some appetite for support which is being considered by Business Gateway/RES
Objective 2: To increase business awareness of low carbon opportunities - develop and deliver awareness and engagement programmes for local businesses which increases knowledge and capacity to deliver changes in business activity.							
2.0	Deliver a programme of business support activities to increase awareness of low carbon opportunities						
2.1	Page 66	Deliver a series of seminars on low carbon business opportunities Deliverables <ul style="list-style-type: none"> - Deliver a roadshow on renewable energy opportunities - Deliver a roadshow on electric vehicles opportunities - Work with Scottish Borders Business Forum to highlight low carbon opportunities 	Business Gateway , SBC Econ Devt, SE, SBBF, Energy Saving Trust, trades bodies (CITB, SNIPEF, etc)	In place - staff time	During FY 2015-16		
2.2		Deliver a programme of support to develop the renewable energy sector Deliverables <ul style="list-style-type: none"> - Dedicated specialist adviser support to be made available to businesses in the renewable energy sector (will respond to recommendations in Sector Action Plan – see action 3.0 below) 	Business Gateway	In place - staff time	Ongoing		

Objective 3: To develop the renewable energy sector which maximises economic and social benefits to the area – to develop a strategic approach to the delivery of all scales of renewable energy schemes.

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
3.0		Identify key opportunities and strategic actions required by partners to support the growth of the renewable energy sector					
3.1	NEW	Produce a Renewable Energy Sector Action Plan (linked to Economic Strategy 2023) <i>Deliverables</i> <ul style="list-style-type: none"> - Produce Action Plan which identifies support required for local businesses currently operating in, or wishing to enter, the renewable energy sector 	SBC Econ Devt, Business Gateway, Scottish Enterprise, Community Energy Scotland, Local Energy Scotland, and others	In place – staff time	Jan 2016	Sector Action Plan produced which identifies support and resources required. Number of business supported, jobs created	
3.2	NEW	Identify renewable energy initiatives (Linked to Aim C Objective 1) <i>Deliverables</i> <ul style="list-style-type: none"> - Investigate opportunities for energy generation from food waste - Investigate opportunities for the production and use of transport fuel – biogas 	SBC Econ Devt, Scottish Enterprise, Community Energy Scotland, Local Energy Scotland, and others	In place – staff time Resource required - budget for feasibility assessment/ consultancy support/ business cases	Dec 2016	Identification of key opportunities completed	
3.3	NEW	In order to drive demand, Registered Social Landlords will investigate opportunities for installation of renewable energy systems in their properties	RSLs, SBC, Local Energy Scotland		Dec 2016		

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
		<i>Deliverables</i> <ul style="list-style-type: none"> - Assess suitability of properties for a range of renewable technologies - Undertake financial feasibility assessments for options - Develop plan for installations including opportunities for joint RSL action 		Resources required – staff time/ feasibility assessment budget/ consultancy support/ costs of installation		Identification of key opportunities completed, project plans and business cases in place	
3.4	NEW	In order to drive demand, Scottish Borders Council will investigate opportunities for installation of renewable energy systems in its properties <i>Deliverables</i> <ul style="list-style-type: none"> - Assess suitability of all properties for a range of renewable technologies - Undertake financial feasibility assessments for options 	SBC Property Manager, Energy Saving Trust	Resources required – staff time/ feasibility assessment budget/ consultancy support/ costs of installation	Dec 2016	Identification of key opportunities completed, project plans and business cases in place	
	<i>completed</i>	<ul style="list-style-type: none"> - Work with Community Energy Scotland to assess renewable energy generation opportunities for the Council. 	SBC Property and Facilities Management, Energy Saving Trust	Staff/ consultancy budget	Completed 2014	Study completed	Recommendations were assessed and options are being built into SBC Asset Strategy
	<i>completed</i>	<ul style="list-style-type: none"> - Complete feasibility assessment for provision of kiln drying facilities for local timber and progress recommendations 	SBC, S Govt, and partners	S Govt/SBC funds	Completed March 2014	Study completed	Proposal assessed as viable and was released to market, Business Gateway acting as contact for support

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
3.5	NEW	Key Community Planning Partners (NHS Borders, Borders College, Police Scotland, Scottish Fire and Rescue Service) to investigate opportunities for installation of renewable energy systems in/on their properties Deliverables <ul style="list-style-type: none"> - Assess suitability of all properties for a range of renewable technologies - Undertake financial feasibility assessments for options - Develop plan for installations including joint opportunities with local partners - Deliver SHARC heat recovery from sewage project at Borders College campus in Galashiels - Develop demonstration opportunities at SHARC site 	CPP Estates Managers, Energy Saving Trust	Resources required – staff time/ feasibility assessment budget/ consultancy support/ costs of installation	March 2017	Identification of key opportunities, project plans and business cases in place	
					Sept 2015	kW generated	
	completed	- NHS Borders has installed seven biomass boilers at sites across the area.	NHS Borders				
Objective 4: To develop a workforce equipped with low carbon skills and awareness – to ensure that we are equipping our current and future workforce with skills for success in a low carbon future. This covers overall resource efficiency, adaptation to new technologies and techniques including renewable energy generation.							
4.0	Ensure the availability of a skilled workforce which supports local businesses to compete successfully within a low carbon economy						

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
4.1		Identify gaps in low carbon skills available in the local workforce <i>Deliverables</i> <ul style="list-style-type: none"> Undertake assessment of jobs created and vacancies in the renewable energy sector 	Skills Development Scotland , Borders College, SBC Econ Devt	In place - staff time	March 2016	Plan produced identifying demand and gaps in training provision	
4.2	Page 70	Pursue opportunities to deliver training and stimulate demand to develop skills within the local workforce <i>Deliverables</i> <ul style="list-style-type: none"> Assess contract and training opportunities in renewables with Registered Social Landlords, Borders College and Skills Development Scotland – underway Run funded training course as 'loss leader' to encourage skills development in local businesses 	Skills Development Scotland , SBC Econ Dev, Borders College SBC, SDS, Borders College, RSLs	In place - staff time Resource required - SDS funding	Ongoing Nov 2015	Increase in number of local contractors trained in renewables installation and maintenance Training course delivered, number of people trained	

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

Strategic Initiatives - Fuel Poverty Delivery Plan
District Heating Schemes

Objective 1: To ensure greater uptake of energy support - to improve the energy efficiency of homes, delivering economic benefits and tackling fuel poverty.							
Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
1.0		Develop a Scottish Borders wide approach to deliver domestic energy efficiencies.					
1.1	NEW	Implement Fuel Poverty Delivery Plan Deliverables <ul style="list-style-type: none"> - Registered Social Landlords to ensure that 100% of properties meet EESSH 	SBC Housing Strategy, RSLs, all partners	In place - staff time	March 2020		RSLs have legal responsibility under EESSH and report annually on progress
1.2	NEW	Develop energy efficiency programme for private householders (Linked to Aim C Objective 1) Deliverables <ul style="list-style-type: none"> - Respond to consultation on Regulations for Energy Efficiency in Private Properties (REEPS) and prepare for implementation - Agree programme of promotional events with Home Energy Scotland - Implement Home Energy Efficiency Programme for Scotland schemes 	SBC Housing Strategy, RSLs, all partners	In place - staff time In place - staff time Resource required – S Gov't funds	Consultation period tbc Ongoing Annual programme to 2020	Number of events held and number of attendees Number of measures installed	

Objective 2: To increase access to low carbon transport and communications opportunities – to help reduce the need to travel and assist flexible and mobile working practices.

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
2.0		Implement the Strategic Transport Strategy to deliver a range of innovative, integrated, value for money transport options for Scottish Borders residents to reduce the carbon footprint of individuals and the public sector.					
2.1	Page 72	Support sustainable transport options <i>Deliverables</i> <ul style="list-style-type: none"> - Support the actions approved within the Scottish Borders Council Smarter Choices Smarter Places (SCSP) Bid. - Support the promotion of TripshareBorders.com during National Liftshare week (5th-11th Oct). Increasing membership to reduce single occupancy car use 	SBC Passenger Transport Manager, Strategic Transport Board, SEStran, Paths for All, Liftshare UK	In place - staff time, budget, Paths for All /Transport Scotland Funds /SEStran Support and resources	March 2016	Monitoring data, evidence supporting future funding streams	
					Oct 2015	Increased membership resulting in carbon savings	
2.2		Encourage the use of Electric Vehicles <i>Deliverables</i> <ul style="list-style-type: none"> - Monitor use of electric vehicle recharging points and provide map on SBC website – underway 	SBC Fleet Manager, SBC, Econ Dev, Edinburgh College, SEStran	In place - staff time, budget tbc	Ongoing	Monitor to assess increase in use	

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
		<ul style="list-style-type: none"> - Explore use of electric vehicles by car hire businesses in the Scottish Borders, especially in Galashiels, linked to Borders Railway opening. - Explore potential links with Edinburgh College's EV Monitoring project. Seeking best practice on the use of EVs including their strengths and limitations 			Dec 2015 March 2016	Use of electric vehicles by local businesses Monitoring data supporting the adoption of EV use	
Page 73	<i>completed</i>	- Installation of 6 electric vehicle rapid charging points	SBC, Fleet Manager	Scottish Gov't funds	March 2015	Installation and use of charging points	8 rapid charging points in place – Eyemouth, Duns, Coldstream, Hawick, Selkirk, Newtown St Boswells, Lauder & Peebles
	<i>completed</i>	- The introduction of an NHS Borders car sharing scheme has reduced the work to home mileage being incurred by members of staff, reducing the number of car journeys being made. This has led to a reduction in traffic congestion and pollution at the Borders General Hospital site, as well as freeing up spaces for patients and visitors to the site.	NHS Borders				
	<i>completed</i>	- The NHS Borders 'Bike to Work' scheme has been successful throughout the organisation leading to more staff cycling to work.	NHS Borders				

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
2.3		Development of Digital Connectivity Programme for the Scottish Borders to increase Superfast Broadband and mobile phone coverage and use <i>Deliverables</i> <ul style="list-style-type: none"> - Roll-out of Superfast Broadband programme - Extension of mobile phone coverage 	Director S&P SBC , Digital Connectivity Programme (Business Transformation), SBC Econ Dev.	tbc	tbc	tbc	This programme is currently being developed.
Page 7	<i>completed</i>	Proportion of Borders covered by Broadband and mobile phone networks	SBC, Econ Dev, Strategy and Policy, partners	Staff time, Gov't Funding			
Objective 3: To support communities to develop local energy generation schemes – to develop a localised decentralised energy network, which provides secure, low carbon supply, generates income for the community and offers local employment opportunities.							
3.0	Support communities to develop energy plans which assess local energy demand and identify opportunities for generation and supply. Plans will focus on: <ul style="list-style-type: none"> • Renewable Energy Developments • District Heating Networks (Linked to Aim C Objective 1)						
3.1	NEW	Map Local Energy Assets <i>Deliverables</i> <ul style="list-style-type: none"> - Map current local energy generation projects 	SBC Forward Planning , CES, SE, all partners and interested stakeholders	In place - staff time	March 2016	Data and maps identifying assets	

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
3.2	NEW	Identify Local Renewable Energy Opportunities <i>Deliverables</i> <ul style="list-style-type: none"> - Support development of local community energy asset strategy to identify potential renewable energy developments - Identify resources required to support the delivery of community energy projects 	SBC Forward Planning, CES, CPP Partners, community groups	Resource required - consultancy support Resource required - Staff time, operational budget	By March 2016 Ongoing	Asset Strategy produced, identification of key opportunities Additional resources secured and number of live projects	
3. Page 75	NEW	Develop District Heating Network Strategy <i>Deliverables</i> <ul style="list-style-type: none"> - Take part in Heat Network Partnership for Scotland Programme, to support development of methodology to identify key sites with potential for local heat networks, including community initiatives 	SBC Forward Planning, CES, CPP partners	In place - staff time	March 2016	Produce Heat Network Strategy for Scottish Borders identifying key opportunities	

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

Strategic Initiatives - Flood Risk Management

Objective 1: To pursue developments which deliver low carbon buildings, environments and sustainable places – to access the opportunities presented by a holistic approach to reduce emissions and change behaviours and an area where there are both low carbon opportunities and challenges for businesses, investors and householders.							
Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
1.0		Develop a Scottish Borders wide approach to strategic low carbon energy planning through the development and delivery of: <ul style="list-style-type: none"> Renewable Energy Developments Energy Efficiency Schemes (Linked to Aim A Objective 3 and Aim B Objective 1 & 3)					
1.1	NEW	Map Local Energy Assets <i>Deliverables</i> <ul style="list-style-type: none"> - Collate information on local multi-partner assets - Develop information into GIS planning tool to identify and prioritise opportunities. Planning tool will inform the actions below 	SBC Forward Planning , AWC, BMR, all partners and interested stakeholders	Resource required - Facilitation resource to develop/ maintain planning tool (£20k)	March 2016	Data and maps identifying all multi-partner assets	Key areas of opportunity: - Public sector - Communities - Town centre regeneration
1.2	NEW	Identify and Deliver Strategic Renewable Energy Developments <i>Deliverables</i> <ul style="list-style-type: none"> - Develop multi-partner local asset strategy to pursue renewable energy developments, particularly local heat networks 	Scottish Enterprise , Community Planning Partners	Resource required - consultancy support	Dec 2016	Asset Strategy produced including identification of key opportunities	Link to: SBC Asset Strategy completion – 2015.

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
	<i>completed</i>	- Ensure inclusion of local heat networks through Local Development Plan (http://www.scotborders.gov.uk/info/178/development_plans/659/local_development_plan)	SBC Forward Planning	Staff time	Dec 2014	Prepare local strategy for installation of local schemes PI: No. of district heating systems installed	Policy encouraging development of renewable energy and heat networks included within LDP
1.3 Page 77	NEW	Develop Strategic Programme of Energy Efficiency Schemes (public buildings)	SBC Property Manager, CPP partners			Improved energy efficiency within SBC estate	Use DECC energy consumption data.
	Ongoing	<i>Deliverables</i> - Continue delivery of energy upgrade programme for SBC buildings and streetlighting	SBC, Andrew Drummond-Hunt	In place - Buildings: £335k Streetlighting: £5.5M	Buildings: Ongoing Streetlighting: March 2020	PI: Energy consumption figures	Need specific energy consumption figures for the upgraded buildings to evidence the changes
	Ongoing	- SBC to implement Supplementary Planning Guidance on sustainable design and construction	SBC Development Management Service	In place - staff time	Ongoing	Delivery of good practice PI: No. of case studies (target)	When case studies are developed these should be actively promoted.
	Ongoing	- A new NHS Borders food service has been introduced at community hospitals where food is prepared nearer to the mealtimes. This has seen food waste reduce almost to zero, reducing carbon emissions back down the food chain.	NHS Borders, Estates				

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
	<i>Completed</i>	- A programme of energy efficient low maintenance LED replacement of road and car park lighting has been undertaken throughout the NHS Borders estate. The programme is nearing completion and will enable a reduction in electrical consumption, improvement in lighting levels and reduction in light pollution.	NHS Borders, Estates				
1.4 Page 78	NEW	Maximise Renewable Energy Opportunities within Schools Deliverables - Develop specific programme of support for schools to consider opportunities for joint community renewables initiatives	Community Energy Scotland, SBC, SUP, Parent Councils, Community Councils	Resource required - staff time, voluntary support, installation costs	Dec 2016	Improved energy performance within SBC schools and opportunities for income generation for communities	
Objective 2: To adapt our buildings and infrastructure to climate change - to ensure that the buildings and infrastructure of the Borders are prepared to meet the challenges of a changing climate							
2.0	Develop an evidence based approach to infrastructure adaptation in the Scottish Borders, focussed on: <ul style="list-style-type: none"> Flood Adaptation Actions Severe Drought & Heatwave Adaptation Actions Severe Winter Adaptation Actions 						

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
2.1	NEW	<p>Use Met Office data to establish potential climate impacts profile for the Scottish Borders</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> - Develop evidence base to <ul style="list-style-type: none"> (a) Understand the potential climate change impacts, and identify vulnerable areas, incl. <ul style="list-style-type: none"> • Flood prone areas (outwith National Flood Risk Assessment) • Coastal areas • Vulnerable bridges (b) Inform subsequent Adaptation Actions 	SNH, Tweed Forum, SBC, Adaptation Scotland All partners and interested stakeholders (incl. SSN, SNH, etc.)	In place - Staff time	June 2016	Actions to be captured in this document and taken forward. Improved ability to predict climate change impacts and plan/resource response.	
2.2 Page 79	NEW	<p>Develop Climate Change Adaptation Action Plan</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> - Develop Climate Change Adaptation Plan covering all areas of climate change risk <ul style="list-style-type: none"> • Flooding • Drought • Heatwave • Storm and severe weather events 	SNH, Tweed Forum, SBC, Adaptation Scotland, all partners and interested stakeholders	In place - Staff time	Dec 2016	Action plan produced which identifies adaptation actions required by partners	
2.3		<p>Identify, develop and deliver practical land management measures that lead to increased resilience to extreme weather events</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> - Suite of land management measures have been delivered in Eddleston, Bowmont, Gala, Ettrick and Upper Teviot - Lane above Hawick on the Teviot Water is next priority 	Tweed Forum, SBC, S Gov't, SEPA, SNH and landowners	Resource required - Staff time & capital funds – S Gov't, SBC, SRDP, windfarm developers, carbon offsets, charitable monies	Ongoing	Works amounting to £1.7 million have been delivered over last 5 years and much more work is in the pipeline	Teviot above Hawick is the next priority area

Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
2.4	Underway	Identify and deliver priority flood schemes <ul style="list-style-type: none"> - Deliver Flood Risk Management Strategy Scheme in Selkirk - Deliver Flood Risk Management Strategy Scheme in Hawick 	SBC, Flood Liaison Advisory Group (FLAG), SBC, CES	Resource required – £#M Scottish Gov't funds	March 2019	Reduced flood risk PI: No. of houses protected?	
	Proposed			£#M Scottish Gov't funds	March 2022		
	Completed	- Deliver Flood Risk Management Strategy Scheme in Galashiels	SBC	Scottish Gov't funds	Nov 2014	Reduced flood risk in Galashiels PI: No. of houses protected?	

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

Strategic Initiatives - Community Climate Resilience

Objective 1: To ensure communities are resilient to a changing climate - to increase the resilience of our communities to withstand future challenges of altered weather patterns, extreme weather events, food security, transport issues and access to essential services.							
Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
1.0		Develop an evidence based approach to community based adaptation in the Scottish Borders through the development and delivery of low carbon resilient communities.					
1.1 Page 81	NEW	Use Met Office data to establish climate impacts profile for the Scottish Borders Deliverables Deliver learning exchange events on adaptation to highlight the potential climate change impacts on specific communities within the Borders affected by (e.g.) <ul style="list-style-type: none"> - From flooding - Severe weather - Loss of services 	SNH, Tweed Forum, Adaptation Scotland, all communities	In place - Staff time	March 2016	Improved ability to predict climate change impacts and plan/resource response.	
1.2	NEW	Develop Low Carbon (Climate Resilient) Community Action Plans Deliverables <ul style="list-style-type: none"> - Support development of planned approach to low carbon by local communities 	Community Energy Scotland, SBC (Emergency Planning), The Bridge, SUP, partners	Resource required - additional staff time	By Dec 2016	Number of community groups actively pursuing support	Work with similar community organisations to take forward low carbon action planning.




Ref.	Status	Action	Lead, Contact, Others	Resource	Timescale	3 Yr Target / PIs / Outcomes	Notes / Constraints
1.3	NEW	Implementation of Low Carbon Community Action Plans	Community Energy Scotland, SBC (Emergency Planning), The Bridge, SUP, partners	Resource required - additional staff time	By Dec 2016	Number of active community groups	
		<i>Deliverables</i>			Ongoing	Number of active groups, number of live projects	
		- Provide community networking opportunities by facilitating communication and information exchange			By March 2016	Resource available to communities and groups	
		- Build community awareness of, and capacity in, low carbon actions			Ongoing	Increase in amount of funding accessed by Borders projects	
		- Identify opportunities to facilitate access to impartial / specialist advice (one stop shop)					
		- Identify and maximise available funding opportunities					
		- Support the development and delivery of Energise Galashiels Low Carbon Action Plan	Energise Galashiels, partners	In place – feasibility study funds from Local Energy Scotland	Ongoing	Number of live projects, funding in place	
		- Work with Dundee University to deliver Joseph Rowntree Foundation funded project to develop community resilience approaches to climate change (supporting three communities)	Dundee University, SBC (Emergency Planning)	In place – project funding from JRF for facilitator, community support and stakeholder support	May 2015 - July 2016	Methodology developed to engage with climate disadvantaged communities and find solutions to challenges	Link to: Community Learning and Development partners. Ensure learning is shared across communities










Single Outcome Agreement 2013













Priority 3: Maximising the impact from the Low Carbon Economy













DRAFT Performance update, November 2015













Scottish Borders
Community
Planning
Partnership




KEY	 positive trend	 negative trend	 no / little movement	 on target	 just off target	 off target	 data only
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Status	Indicator	Lead	Description	Short Term Trend	Long Term Trend	Data and Commentary
Headline Measures						
	CP01-P36 Energy consumption per consumer (kWh) - Electricity Sales (All)		The average amount of electricity used per consumer measured in kWh.			Levels of consumption are likely to respond to weather, and changes may also be attributable to economic factors such as reduced spend due to economic downturn.
	CP01-P59 Energy consumption per consumer (kWh) - Gas Sales (All)		The average amount of gas used per meter measured in kWh.			Levels of consumption are likely to respond to weather, and changes may also be attributable to economic factors such as reduced spend due to economic downturn.
	CP07-P68P What is the total energy consumption for SBC (KWh) – Annual		The energy used by Scottish Borders Council annually measured in kWh			Energy costs have risen for 2014/15, despite overall energy consumption being slightly down.

Status	Indicator	Lead	Description	Short Term Trend	Long Term Trend	Data and Commentary
Page 84	 CP01-P41 Total number of Feed in Tariff (FiT) registered renewables installations (All)		Number of renewable energy systems which have been installed and registered for the Governments Feed in Tariff incentive. Technology types include: - Anaerobic digestion - Hydro - Micro CHP - Photovoltaic - Wind			Peaks in registration tend to be associated with anticipated changes in subsidy levels.
	 CP01-P47 CO2 Emissions		The average amount of carbon dioxide emissions associated with a range of activities and calculated per capita in tonnes CO2. This includes emissions estimates for domestic, industrial and travel sectors, calculated as a per capita figure.			This 'proxy' figure gives a general indication of trends on emissions, which will include all activities in all sectors and is given in a per capita figure.
	 CP01-P48 Proportion of households in fuel poverty		The overall percentage of households in the Scottish Borders which are having to spend more than 10% of their income on fuel use.			Data is not collected on an annual basis and there tends to be a 1-2 years lag in release of national figures. In addition, the methodology for calculations of levels of fuel poverty has changed in the past year, resulting in higher than expected levels for the Scottish Borders.
Businesses						
	 CP01-P37 Resource Efficient Scotland (RES) enquiries from Scottish Borders businesses/organisations		The number of contacts made by Borders businesses which are generated through direct contact or through signposting by Scottish Borders Business Gateway or Scottish Enterprise.			We are yet to receive June 2015 figures from RES. This measure shows a relatively consistent level of enquiries from Scottish Borders businesses seeking advice.

Status	Indicator	Lead	Description	Short Term Trend	Long Term Trend	Data and Commentary
	CP01-P38 Amount (£) of Resource Efficient Scotland (RES) SME loans provided to Scottish Borders businesses/organisations		The amount of S Govt loan funding accessed by businesses.			Further discussion with RES is required to assess the impact of these loans (commercial in confidence), so a measure of whether these levels of draw down show good performance by Borders businesses is still to be refined.
	CP01-P41b Total number of Feed in Tariff (FiT) registered renewables installations (Commercial/Industrial)		The number of Feed in Tariff (FiT) registered renewable systems installed for commercial/industrial use. Technology types include: - Anaerobic digestion - Hydro - Micro CHP - Photovoltaic - Wind			Peaks in registration tend to be associated with anticipated changes in subsidy levels.
	CP01-P42 Total number of Non-domestic Renewable Heat Incentive (RHI) installations		The total number of schemes installed which are in receipt of RHI payments			These figures show an encouraging level of uptake of renewable heat systems, a proportion of these registrations will be farm businesses developing biomass systems on site.
Home						
	CP01-P43 Number of Home Visits made by Home Energy Advice Service		The number of visits per quarter where advice on home energy issues is provided.			These figures begin to show a cyclical pattern of increased visits during Qs 3 & 4, when weather tends to be colder therefore increasing concerns over energy costs. The current Home Energy Adviser resource is 3 days per week. Consideration should be given to the potential to increase the overall number of visits were this resource to be increased.

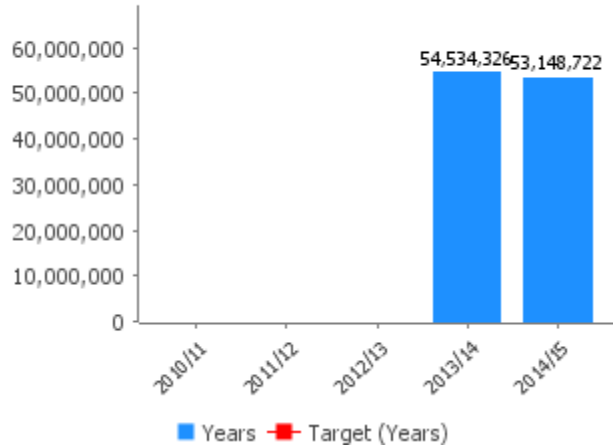
Status	Indicator	Lead	Description	Short Term Trend	Long Term Trend	Data and Commentary
	 CP01-P50 Number of home energy efficiency measures installed		The total number of measures which increase the energy performance of domestic properties - loft insulation, cavity/external wall insulation, draft proofing, double glazing, boiler replacements, heating system upgrades, etc.			There are a number of datasets which could be used for this indicator – discussion with SBC Housing Strategy Team is required to decide which dataset to use.
	 CP01-P41a Total number of Feed in Tariff (FiT) registered renewables installations (Domestic)		The number of Feed in Tariff (FiT) registered renewable systems installed for domestic use. Technology types include Anaerobic digestion, Hydro, Micro CHP, Photovoltaic and Wind			Peaks in registration tend to be associated with anticipated changes in subsidy levels.
Page 86	 CP01-P51 Total number of Domestic Renewable Heat Incentive (RHI) installations		The total number of schemes installed which are in receipt of RHI payments The domestic RHI has only been open since April 2014.			Domestic RHI has only be available for just over 1 year, so data is limited. Comparisons will be available as more data is released.
Community						
	 CP01-P46 Total number of successful applications to the Climate Challenge Fund (and value (£))		The number of applications made to the S Govt Climate Challenge Fund from Scottish Borders groups.			As with CP01-P45, full consideration of the opportunity for communities to develop local low carbon/energy projects should be undertaken. The current support resource (mainly from Community Energy Scotland and Local Energy Scotland) should be reviewed with partners, with a view to assessing further support through potential external resources.

Status	Indicator	Lead	Description	Short Term Trend	Long Term Trend	Data and Commentary
	CP01-P41c Total number of Feed in Tariff (FiT) registered renewables installations (Community)		<p>The number of Feed in Tariff (FiT) registered renewable systems that have been installed for community use. Technology types include:</p> <ul style="list-style-type: none"> - Anaerobic digestion - Hydro - Micro CHP - Photovoltaic - Wind 			These figures reflect the numbers of community projects noted in CP01-P45 & 46, and demonstrate the complexity of delivery of community energy projects. An assessment should be done to determine methods to increase the number of community generation projects.

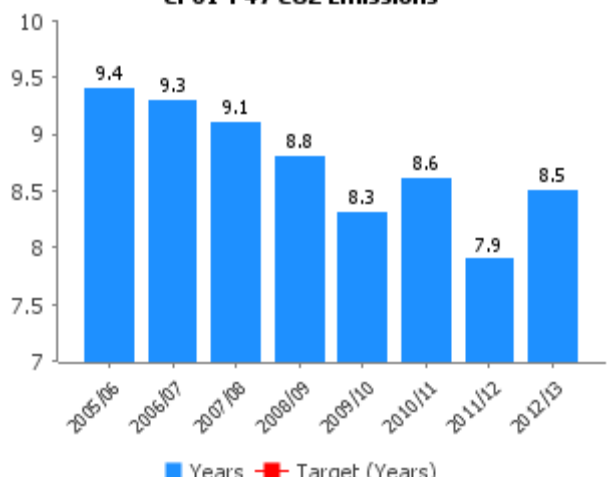
Headline Measures

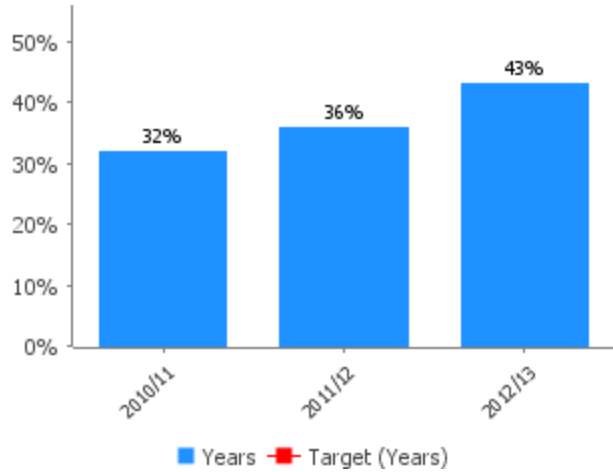
Code & Short Name	CP01-P36 Energy consumption per consumer (kWh) - Electricity Sales (All)	Managed By																						
Description	Indicator: The amount of energy used per consumer in the Scottish Borders.	PI Administered By	performance@scotborders.gov.uk																					
	What is being measured? The average amount of electricity used per consumer measured in kWh.	2013/14 result 45,906																						
	Why is it important that we measure this? The measure shows changes in overall patterns of energy consumption, this can indicate changes in behaviour or in improved energy efficiency of buildings and appliances.																							
Performance :			Target Ambition																					
Page 88	CP01-P36 Energy consumption per consumer (kWh) - Electricity Sales (All) <table><thead><tr><th>Year</th><th>Consumption (kWh)</th></tr></thead><tbody><tr><td>2005/06</td><td>45,235</td></tr><tr><td>2006/07</td><td>44,991</td></tr><tr><td>2007/08</td><td>45,551</td></tr><tr><td>2008/09</td><td>43,113</td></tr><tr><td>2009/10</td><td>44,638</td></tr><tr><td>2010/11</td><td>46,636</td></tr><tr><td>2011/12</td><td>45,864</td></tr><tr><td>2012/13</td><td>46,653</td></tr><tr><td>2013/14</td><td>45,906</td></tr></tbody></table>		Year	Consumption (kWh)	2005/06	45,235	2006/07	44,991	2007/08	45,551	2008/09	43,113	2009/10	44,638	2010/11	46,636	2011/12	45,864	2012/13	46,653	2013/14	45,906		
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Commentary	Levels of consumption are likely to respond to weather, and changes may also be attributable to economic factors such as reduced spend due to economic downturn.																							
Actions :	Agree target for delivery of increased level of engagement and awareness activities jointly between SBC and Home Energy Scotland/Energy Saving Trust aimed at changing the behaviour of consumers.																							

Code & Short Name	CP01-P59 Energy consumption per consumer (kWh) - Gas Sales (All)		Managed By																				
Description	Indicator: The average amount of gas used per meter in the Scottish Borders, this includes domestic, commercial and industrial uses.		PI Administered By	performance@scotborders.gov.uk																			
	What is being measured? The average amount of gas used per meter measured in kWh.																						
	Why is it important we measure this? The measure shows changes in overall patterns of energy consumption and in this case predominantly heating, this can indicate changes in behaviour or in improved thermal efficiency of buildings and appliances.																						
Performance :				Target Ambition																			
Page 89	CP01-P59 Energy consumption per consumer (kWh) - Gas Sales (All) <table><thead><tr><th>Year</th><th>Gas Sales (kWh)</th></tr></thead><tbody><tr><td>2005/06</td><td>586,295</td></tr><tr><td>2006/07</td><td>564,001</td></tr><tr><td>2007/08</td><td>560,260</td></tr><tr><td>2008/09</td><td>609,764</td></tr><tr><td>2009/10</td><td>623,634</td></tr><tr><td>2010/11</td><td>593,426</td></tr><tr><td>2011/12</td><td>617,825</td></tr><tr><td>2012/13</td><td>635,984</td></tr></tbody></table>			Year	Gas Sales (kWh)	2005/06	586,295	2006/07	564,001	2007/08	560,260	2008/09	609,764	2009/10	623,634	2010/11	593,426	2011/12	617,825	2012/13	635,984		
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Commentary	Levels of consumption are likely to respond to weather, and changes may also be attributable to economic factors such as reduced spend due to economic downturn.																						
Actions :	Agree target for delivery of increased level of engagement and awareness activities jointly between SBC/Home Energy Scotland/Energy Saving Trust/Resource Efficient Scotland aimed at changing the behaviour of consumers.																						

Code & Short Name		CP07-P68P What is the total energy consumption for the council (KWh) - Annual	Managed By		
Description	Indicator: Total energy used by Scottish Borders Council annually		PI Administered By performance@scotborders.gov.uk		
	What is being measured? The amount of energy used by SBC measured in kWh (Electricity, Gas, LPG, Biomass, Oil)		2014/15 result 53,148,722		
	Why is it important that we measure this? The measure shows changes in overall patterns of energy consumption across the Council’s estate				
Performance :					Target Ambition
Page 90	CP07-P68P What is the total energy consumption for the council (KWh) - Annual				
					
Commentary	Observations: Energy costs have risen for 2014/15, despite overall energy consumption being slightly down. Electricity and gas costs and consumption rose in 2014/15 (see graphs below) despite the year being very similar weather-wise to the previous year. Contributing factors to the rises were: . Modifications to maximise the use of the GSHP heating system at Clovenfords Primary School . A full year of operation of the new West Linton primary School; . Switch off of the biomass in the 3 PPP High Schools resulting in a rise in gas consumption . Being locked in to national energy contracts				
Actions	SBC Corporate Transformation programmes 'Energy Efficiency' and 'Property and Assets' (involving partners) will seek to reduce usage and cost, including examining the way we use and occupy the estate.				

Code & Short Name	CP01-P41 Total number of Feed in Tariff (FiT) registered renewables installations (All)		Managed By																							
Description	Indicator: How many Feed in Tariff (FiT) registered renewable systems have been installed for all uses?																									
	What is being measured? Number of renewable energy systems which have been installed and registered for the Governments Feed in Tariff incentive. Technology types include: - Anaerobic digestion, Hydro, Micro CHP, Photovoltaic, Wind																									
	Why is it important we measure this? This indicator provides a view of the level of interest and commitment to the installation of renewable energy generation systems, and the amount of energy generated by these systems can be calculated as a proportion of the overall reduction in carbon emissions of the Scottish Borders.																									
Performance :				Target Ambition																						
CP01	<p>CP01-P41 Total number of Feed in Tariff (FiT) registered renewables installations (All)</p> <table><thead><tr><th>Quarter</th><th>Registration Count</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>61</td></tr><tr><td>Q2 2013/14</td><td>82</td></tr><tr><td>Q3 2013/14</td><td>65</td></tr><tr><td>Q4 2013/14</td><td>43</td></tr><tr><td>Q1 2014/15</td><td>106</td></tr><tr><td>Q2 2014/15</td><td>77</td></tr><tr><td>Q3 2014/15</td><td>57</td></tr><tr><td>Q4 2014/15</td><td>57</td></tr><tr><td>Q1 2015/16</td><td>184</td></tr><tr><td>Q2 2015/16</td><td>241</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters)</p>			Quarter	Registration Count	Q1 2013/14	61	Q2 2013/14	82	Q3 2013/14	65	Q4 2013/14	43	Q1 2014/15	106	Q2 2014/15	77	Q3 2014/15	57	Q4 2014/15	57	Q1 2015/16	184	Q2 2015/16	241	Action- deliver increased level of engagement and awareness activities jointly between SBC and HES.
	Quarter	Registration Count																								
Q1 2013/14	61																									
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Q1 2015/16	184																									
Q2 2015/16	241																									
Commentary	Peaks in registration tend to be associated with anticipated changes in subsidy levels.																									
Actions:	Agree target for delivery of increased level of engagement and awareness activities jointly between SBC and Home Energy Scotland/Energy Saving Trust.																									

Code & Short Name	CP01-P47 CO2 Emissions	Managed By	
Description	Indicator: Emissions of carbon dioxide average per person per year.	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The average amount of carbon dioxide emissions associated with a range of activities and calculated per capita in tonnes CO2. This includes emissions estimates for domestic, industrial and travel sectors, calculated as a per capita figure.	2012/13 result 8.5	
	Why is it important we measure this? By comparing this figure annually, it is possible to see overall trends in carbon emissions for the Scottish Borders, this measure acts as a 'proxy' for overall performance for the area.		
Performance :			Target Ambition
Page 92	CP01-P47 CO2 Emissions 		
Commentary	This 'proxy' figure gives a general indication of trends on emissions, which will include all activities in all sectors and is given in a per capita figure.		
Actions :	This is a headline indicator which can show overall trends and should show the effect of delivery of emissions reduction actions.		

Code & Short Name	CP01-P48 Proportion of households in fuel poverty	Managed By	
Description	Indicator: The percentage of households which are in fuel poverty.	PI Administered By	performance@scotborders.gov.uk
	What is being measured? The overall percentage of households in the Scottish Borders which are having to spend more than 15% of their income on energy.	2012/13 result 43%	
Why is it important we measure this? This measure indicates the level of properties in the area which are of low thermal efficiency, and also the ability of the resident to adequately heat their homes.			
Performance :			Target Ambition
Page 93	CP01-P48 Proportion of households in fuel poverty		
			
Commentary	Data is not collected on an annual basis and there tends to be a 1-2 years lag in release of national figures. In addition, the methodology for calculations of levels of fuel poverty has changed in the past year, resulting in higher than expected levels for the Scottish Borders.		
Actions :	Priorities within the Scottish Borders Fuel Poverty Delivery Plan address these actions – The Scottish Government aims to ensure that by November 2016, so far as is reasonably practicable, people are not living in fuel poverty in Scotland.		

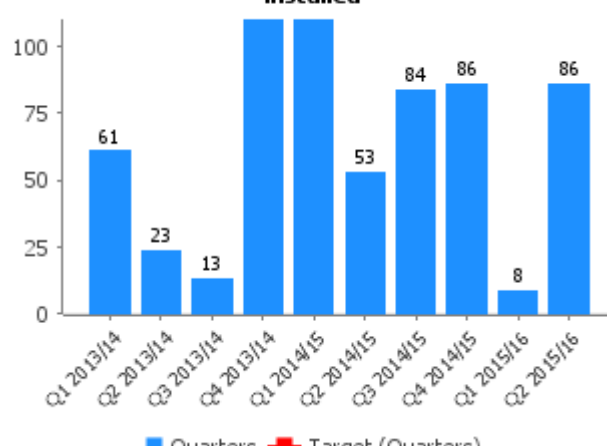
Businesses

Code & Short Name	CP01-P37 Resource Efficient Scotland (RES) enquiries from Scottish Borders businesses/organisations	Managed By																
Description	Indicator: The number of enquiries to Resource Efficient Scotland from Scottish Borders businesses seeking advice/support on low carbon issues.	PI Administered By	performance@scotborders.gov.uk															
	What is being measured? The number of contacts made by Borders businesses which are generated through direct contact or through signposting by Scottish Borders Business Gateway or Scottish Enterprise.	<div>Cumulative result for Q2 2015/16 as of September 2015</div> <div>2</div>																
	Why is it important that we measure this? This measure allows assessment of the level of awareness and commitment to resource efficiency within Borders businesses and can indicate the effect of publicity and marketing campaigns delivered by RES, SBC/ BG, SE, etc.																	
Performance :		Target Ambition																
Page 94	<div>CP01-P37 Resource Efficient Scotland (RES) enquiries from Scottish Borders businesses/organisations</div> <table><thead><tr><th>Quarter</th><th>Enquiries</th></tr></thead><tbody><tr><td>Q1 2014/15</td><td>2.5</td></tr><tr><td>Q2 2014/15</td><td>2.5</td></tr><tr><td>Q3 2014/15</td><td>2.5</td></tr><tr><td>Q4 2014/15</td><td>2.5</td></tr><tr><td>Q1 2015/16</td><td>2.5</td></tr><tr><td>Q2 2015/16</td><td>2</td></tr></tbody></table> <div>■ Quarters ■ Target (Quarters)</div>		Quarter	Enquiries	Q1 2014/15	2.5	Q2 2014/15	2.5	Q3 2014/15	2.5	Q4 2014/15	2.5	Q1 2015/16	2.5	Q2 2015/16	2		
	Quarter	Enquiries																
Q1 2014/15	2.5																	
Q2 2014/15	2.5																	
Q3 2014/15	2.5																	
Q4 2014/15	2.5																	
Q1 2015/16	2.5																	
Q2 2015/16	2																	
Commentary	This measure shows a relatively consistent level of enquiries from Scottish Borders businesses seeking advice.																	
Actions :	Agree target for number of referrals per quarter – through increased pro-active signposting, provision of seminars and roadshows.																	
Code & Short	CP01-P38 Amount (£) of Resource Efficient Scotland (RES)	Managed By																

Name	SME loans provided to Scottish Borders businesses/organisations																																				
Description	Indicator The total amount of loans provided to businesses in the Scottish Borders to undertake resource efficiency activity. What is being measured? The amount of S Govt loan funding accessed by businesses. Why is it important we measure this? This measure provides an indication of the level of awareness and interest within Scottish Borders businesses of the benefits of improving the resource efficiency of their operations and the willingness of invest in this type of action.		PI Administered By	performance@scotborders.gov.uk																																	
			Q2 2015/16 result £74,039																																		
Performance :			Target Ambition																																		
Page 95	<p>CP01-P38 Amount (£) of Resource Efficient Scotland (RES) SME loans provided to Scottish Borders businesses/organisations</p> <table><thead><tr><th>Quarter</th><th>Quarters (£)</th><th>Target (Quarters) (£)</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>£0,000</td><td></td></tr><tr><td>Q2 2013/14</td><td>£0,000</td><td></td></tr><tr><td>Q3 2013/14</td><td>£2,762</td><td></td></tr><tr><td>Q4 2013/14</td><td>£67,582</td><td></td></tr><tr><td>Q1 2014/15</td><td>£26,062</td><td></td></tr><tr><td>Q2 2014/15</td><td>£10,675</td><td></td></tr><tr><td>Q3 2014/15</td><td>£90,278</td><td></td></tr><tr><td>Q4 2014/15</td><td>£90,278</td><td></td></tr><tr><td>Q1 2015/16</td><td>£11,837</td><td></td></tr><tr><td>Q2 2015/16</td><td>£74,039</td><td></td></tr></tbody></table>			Quarter	Quarters (£)	Target (Quarters) (£)	Q1 2013/14	£0,000		Q2 2013/14	£0,000		Q3 2013/14	£2,762		Q4 2013/14	£67,582		Q1 2014/15	£26,062		Q2 2014/15	£10,675		Q3 2014/15	£90,278		Q4 2014/15	£90,278		Q1 2015/16	£11,837		Q2 2015/16	£74,039		
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Q4 2014/15	£90,278																																				
Q1 2015/16	£11,837																																				
Q2 2015/16	£74,039																																				
Commentary	Further discussion with RES is required to assess the impact of these loans (commercial in confidence), so a measure of whether these levels of draw down show good performance by Borders businesses is still to be refined.																																				
Actions :	Agree target for number of loan applications per qtr – through increased pro-active signposting, provision of seminars and roadshows highlighting funding opportunities.																																				

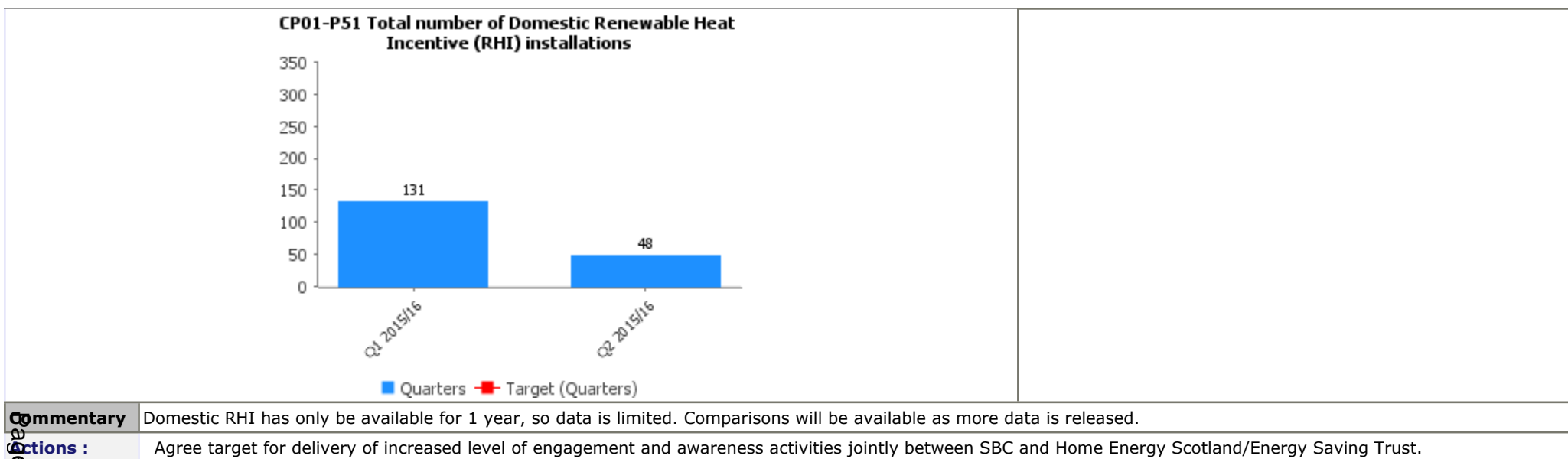
Code & Short Name	CP01-P42 Total number of Non-domestic Renewable Heat Incentive (RHI) installations	Managed By																				
Description	Indicator: How many Non-domestic Renewable Heat Incentive (RHI) registered renewable systems have been installed?	PI Administered By	performance@scotborders.gov.uk																			
	What is being measured? The total number of schemes installed which are in receipt of RHI payments Why is it important we measure this? This measure shows the level of uptake of incentive payments which support the installation of renewable heat systems within the non-domestic sector (business) in the Scottish Borders. Technologies eligible are solar thermal, biomass boilers, heat pumps and biogas systems.	Q2 2015/16 result 15																				
Performance :			Target Ambition																			
Page 97	CP01-P42 Total number of Non-domestic Renewable Heat Incentive (RHI) installations <table><thead><tr><th>Quarter</th><th>Number of Installations</th></tr></thead><tbody><tr><td>Q3 2013/14</td><td>2</td></tr><tr><td>Q4 2013/14</td><td>12</td></tr><tr><td>Q1 2014/15</td><td>7</td></tr><tr><td>Q2 2014/15</td><td>11</td></tr><tr><td>Q3 2014/15</td><td>20</td></tr><tr><td>Q4 2014/15</td><td>20</td></tr><tr><td>Q1 2015/16</td><td>20</td></tr><tr><td>Q2 2015/16</td><td>15</td></tr></tbody></table>		Quarter	Number of Installations	Q3 2013/14	2	Q4 2013/14	12	Q1 2014/15	7	Q2 2014/15	11	Q3 2014/15	20	Q4 2014/15	20	Q1 2015/16	20	Q2 2015/16	15		
	Quarter	Number of Installations																				
Q3 2013/14	2																					
Q4 2013/14	12																					
Q1 2014/15	7																					
Q2 2014/15	11																					
Q3 2014/15	20																					
Q4 2014/15	20																					
Q1 2015/16	20																					
Q2 2015/16	15																					
Commentary	These figures show an encouraging level of uptake of renewable heat systems, a proportion of these registrations will be farm businesses developing biomass systems on site.																					
Actions :	Agree target for delivery of increased level of engagement and awareness activities jointly between SBC and Home Energy Scotland/Energy Saving Trust.																					

Home																											
Code & Short Name		CP01-P43 Number of Home Visits made by Home Energy Advice Service		Managed By																							
Description	Indicator: The number of home visits made by the Council's Home Energy Adviser.		PI Administered By																								
	What is being measured? The number of visits per quarter where advice on home energy issues is provided.		performance@scotborders.gov.uk																								
	Why is it important we measure this? This indicator shows the level of interest in reducing home energy consumption and therefore carbon emissions.		Cumulative result for Q2 2015/16 as of August 2014 30																								
Performance :				Target Ambition																							
<div>Page 98</div> <div>CP01-P43 Number of Home Visits made by Home Energy Advice Service</div> <table><thead><tr><th>Quarter</th><th>Visits</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>36</td></tr><tr><td>Q2 2013/14</td><td>34</td></tr><tr><td>Q3 2013/14</td><td>46</td></tr><tr><td>Q4 2013/14</td><td>36</td></tr><tr><td>Q1 2014/15</td><td>19</td></tr><tr><td>Q2 2014/15</td><td>11</td></tr><tr><td>Q3 2014/15</td><td>26</td></tr><tr><td>Q4 2014/15</td><td>50</td></tr><tr><td>Q1 2015/16</td><td>33</td></tr><tr><td>Q2 2015/16</td><td>30</td></tr></tbody></table> <div>■ Quarters ■ Target (Quarters)</div>				Quarter	Visits	Q1 2013/14	36	Q2 2013/14	34	Q3 2013/14	46	Q4 2013/14	36	Q1 2014/15	19	Q2 2014/15	11	Q3 2014/15	26	Q4 2014/15	50	Q1 2015/16	33	Q2 2015/16	30		
Quarter	Visits																										
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Q3 2014/15	26																										
Q4 2014/15	50																										
Q1 2015/16	33																										
Q2 2015/16	30																										
Commentary		These figures begin to show a cyclical patters of increased visits during Qs 3 & 4, when weather tends to be colder therefore increasing concerns over energy costs. The current Home Energy Adviser resource is 3 days per week. Consideration should be given to the potential to increase the overall number of visits were this resource to be increased.																									
Actions :		Agree target for number of home visits per quarter, and delivery of increased level of engagement and awareness activities.																									

Code & Short Name	CP01-P50 Number of home energy efficiency measures installed		Managed By																								
Description	<p>Indicator: The number of home energy efficiency measures installed.</p> <p>What is being measured? The total number of measures which increase the energy performance of domestic properties - loft insulation, cavity/external wall insulation, draft proofing, double glazing, boiler replacements, heating system upgrades, etc.</p> <p>Why is it important that we measure this? This measure gives a clear indication of the improvement of the energy performance of home sand the carbon savings from the installation of measures can be clearly calculated, and also translated into financial savings in terms of energy costs.</p>		PI Administered By		performance@scotborders.gov.uk																						
			Q2 2015/16 result 86																								
Page 99																											
Performance :					Target Ambition																						
<p>CP01-P50 Number of home energy efficiency measures installed</p>  <table><caption>CP01-P50 Number of home energy efficiency measures installed</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>61</td></tr><tr><td>Q2 2013/14</td><td>23</td></tr><tr><td>Q3 2013/14</td><td>13</td></tr><tr><td>Q4 2013/14</td><td>100</td></tr><tr><td>Q1 2014/15</td><td>100</td></tr><tr><td>Q2 2014/15</td><td>53</td></tr><tr><td>Q3 2014/15</td><td>84</td></tr><tr><td>Q4 2014/15</td><td>86</td></tr><tr><td>Q1 2015/16</td><td>8</td></tr><tr><td>Q2 2015/16</td><td>86</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters)</p>					Quarter	Value	Q1 2013/14	61	Q2 2013/14	23	Q3 2013/14	13	Q4 2013/14	100	Q1 2014/15	100	Q2 2014/15	53	Q3 2014/15	84	Q4 2014/15	86	Q1 2015/16	8	Q2 2015/16	86	
Quarter	Value																										
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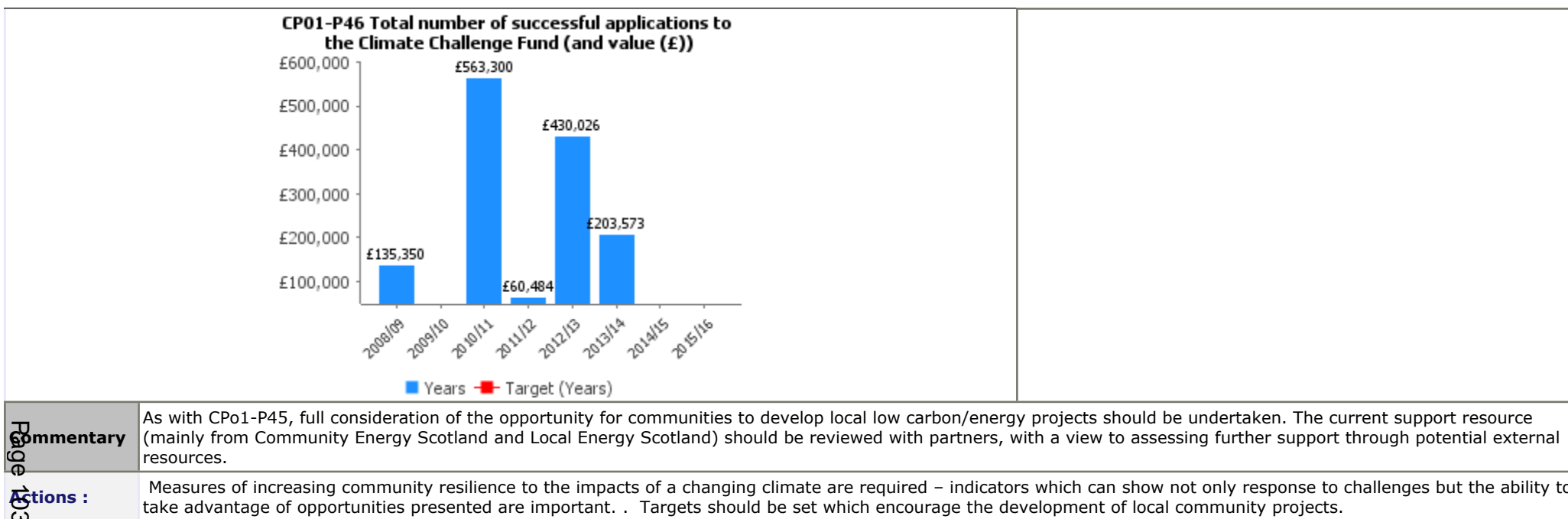
Commentary					
Actions :		Agree target for delivery of level of engagement and awareness activities jointly between SBC and Home Energy Scotland/Energy Saving Trust to increase levels of installation (being taken forward by Housing Strategy Team).			
Code & Short Name		CP01-P41a Total number of Feed in Tariff (FiT) registered renewables installations (Domestic)	Managed By		
Description Page 100		Indicator: How many Feed in Tariff (FiT) registered renewable systems have been installed for domestic use? What is being measured? Technology types include: - Anaerobic digestion - Hydro - Micro CHP - Photovoltaic - Wind Why is it important we measure this? This indicator provides a view of the level of interest and commitment to the installation of renewable energy generation systems within the domestic sector. The amount of energy generated by these systems can be calculated as a proportion of the overall reduction in carbon emissions of the Scottish Borders.	PI Administered By		performance@scotborders.gov.uk
			Q2 2015/16 result 239		
Performance :					Target Ambition

Commentary	Peaks in registration tend to be associated with anticipated changes in subsidy levels.				
Actions :	Agree target for delivery of increased level of engagement & awareness activities jointly between SBC and Home Energy Scotland to increase levels of uptake.				
Code & Short Name	CP01-P51 Total number of Domestic Renewable Heat Incentive (RHI) installations		Managed By		
101	Indicator: How many Domestic Renewable Heat Incentive (RHI) registered renewable systems have been installed?		PI Administered By		performance@scotborders.gov.uk
Description	What is being measured? The total number of schemes installed which are in receipt of RHI payments The domestic RHI has only been open since April 2015. Why is it important we measure this? This measure shows the level of uptake of incentive payments which support the installation of renewable heat systems within the domestic sector in the Scottish Borders. Technologies eligible are solar thermal, biomass boilers, heat pumps and biogas systems.		Q2 2015/16 result 48		
Performance :			Target Ambition		



Community

Code & Short Name	CP01-P46 Total number of successful applications to the Climate Challenge Fund (and value (£))	Managed By	
Description	<p>Indicator: Number of successful applications per year and their value.</p> <p>What is being measured? The number of applications made to the Scottish Govt Climate Challenge Fund from Scottish Borders groups.</p> <p>Why is it important we measure this? This provides an indicator of the level of awareness and capacity within Borders community groups to develop project proposals and access funding support to take forward climate change projects.</p>	PI Administered By	performance@scotborders.gov.uk
		<p>Cumulative result for 2015/16 as of Q3 2014/15</p> <p>£0,000</p>	
Performance :		Target Ambition	



Code & Short Name	CP01-P41c Total number of Feed in Tariff (FIT) registered renewables installations (Community)	Managed By	
Description	<p>Indicator: How many Feed in Tariff (FIT) registered renewable systems have been installed for community use?</p> <p>What is being measured? Technology types include; Anaerobic digestion, Hydro, Micro, CHP, Photovoltaic, Wind</p> <p>Why is it important that we measure this? This indicator provides a view of the level of interest and commitment to the installation of renewable energy generation systems within local communities. The amount of energy generated by these systems can be calculated as a proportion of the overall reduction in carbon emissions of the</p>	PI Administered By	performance@scotborders.gov.uk
		<p>Q1 2015/16 result</p> <p>0</p>	

Integrated Culture and Sport Trust

Extract from Report by Corporate Transformation and Services Director
Scottish Borders Council
7 October 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report provides Members with details of the outcome of dialogue with Borders Sport and Leisure Trust (BSLT) on the feasibility of an Integrated Culture and Sport Trust and seeks approval for the formation of an Integrated Culture and Sport Trust with BSLT.**
- 1.2 Council considered a report on 19 February 2015 on the Culture Trust, where an approach to joint working with BSLT to consider an Integrated Culture and Sport Trust was agreed including the terms of reference for the work. An update report was presented to Council in 25 June 2015.
- 1.3 A Reference Group made up of Elected Members and BSLT Trustees has met monthly between May and September 2015 to review proposals.
- 1.4 A Joint Officer Working Group has produced a report on the feasibility of an Integrated Culture and Sport Trust. This report shows that an Integrated Trust is feasible, offering a range of potential benefits. For the avoidance of doubt, this report uses the phrase "Integrated Trust". It should be noted that this term refers to BSLT (the limited charitable company) assuming the role of the provider of Cultural Services together with those existing services in respect to Sport.
- 1.5 The Joint Officer Working Group recommends that an Integrated Culture and Sport Trust should be established.

2 RECOMMENDATIONS

- 2.1 **I recommend that Council:-**
 - (a) **Notes the findings of the feasibility report.**
 - (b) **Agrees to the formation of an Integrated Culture and Sport Trust with Borders Sport and Leisure Trust.**
 - (f) **Agrees to recommend to the Community Planning Strategic Board to adopt the Integrated Trust as a CPP Partner, represented at Strategic Board level and on the Joint Delivery Team.**

3 BACKGROUND

- 3.1 On 27 February 2014 Council considered the output of a detailed options appraisal exercise and approved, in principle, the transfer of Cultural Services to a Trust.
- 3.2 On 20 November 2014 a report was presented to Council on the Culture Trust requesting time to investigate the feasibility of an Integrated Culture and Sport Trust before deciding to go ahead with a separate Culture Trust.
- 3.3 Creating an Integrated Trust by transforming the existing BSLT organisation rather than creating a new organisation was the only option considered in this most recent work because it builds on the experience and track record of BSLT and minimises disruption to customers and staff.
- 3.4 On 19 February 2015 Council agreed the terms of reference for joint working with BSLT to consider an Integrated Culture and Sport Trust. This included the setting up of a Joint Officer Working Group to carry out the feasibility exercise and a Reference Group consisting of a small number of Elected Members and BSLT Trustees to provide feedback on proposals.

5 GOVERNANCE OF AN INTEGRATED TRUST

- 5.1 The issue of the appropriate control and ownership of an Integrated Trust by SBC has been discussed during the feasibility study. BSLT is an independent organisation owned by its own trustees. Procurement regulations do not prevent SBC from awarding a contract to the existing BSLT company to run Cultural Services.
- 5.2 Appropriate control of an independent organisation such as BSLT or an Integrated Trust delivering services on SBC's behalf is best managed through a robust partnership agreement, a strong Performance Management Framework, regular performance reporting and oversight against agreed outcomes. This ensures that the trust are given sufficient latitude to run their business appropriately, and maintain their independence which is a requirement for continued charitable status with the Office of the Scottish Charity Regulator (OSCR) whilst also allowing the Trust to be held to account by the Council for the services it is contracted to deliver.

6 POTENTIAL BENEFITS AND OPPORTUNITIES OF INTEGRATION

- 6.6 The feasibility study identified a significant number of opportunities which an integrated trust could take advantage of. These were broadly around opportunities that avoid duplication of effort and avoid direct competition between Sport and Culture activities. In addition, from officers' dialogue with partner organisations and other Trusts, there was significant emphasis placed on how an integrated trust can help in the attainment of local outcomes. The area particularly highlighted was the complementary fit between cultural and sporting activities in relation to how they can benefit the delivery of the Health & Wellbeing outcomes. As well as this positive effect on outcomes there were a number of opportunities relating to improved service delivery. Many of these opportunities would be of primary benefit to the users of each of the services, with secondary benefits to the organisation through increased membership, participation and user satisfaction.

7 SCOPE OF SERVICES

- 7.1 All of the current Cultural Services business areas are recommended to be included in an Integrated Trust.

- Libraries and Information Services (excluding Schools library service, run via Schools section)
- Museums and Galleries Service
- Archives and Local History Services
- Arts Development
- Heart of Hawick
- Public Halls
- Community Centres
- Admin and clerical support (NB not all staff will transfer. Some staff will be retained in SBC where the majority of their job is not supporting Cultural Services)

All of the current BSLT business areas are recommended to be included in an Integrated Trust:-

- Sports Development
- Active Schools
- All sports facilities
- All other staff including support services

12 COMMUNITY PLANNING PARTNERSHIP

- 12.1 There is a requirement under the Community Empowerment Act to have sport and leisure as statutory partners. Sport Scotland is the statutory partner. Para 6.6 above sets out clear potential benefits that could accrue from an integrated trust in delivering the Partnership's priorities. In order to ensure this happens in a planned and coordinated way it is recommended that BSLT becomes a Partner at Strategic Board level within the CPP. This is a matter for the CPP Strategic Board to agree but one on which the Council can make a recommendation. It is therefore recommended that the CPP Strategic Board be asked to adopt BSLT as a CPP Partner, represented at Strategic Board level and on the Joint Delivery Team. Discussions will also take place to establish if it is appropriate for the Integrated Trust to take on the Statutory role re sport.

13 NEXT STEPS

- 13.1 If BSLT and SBC agree to pursue integration, then detailed planning and implementation will take place between the two organisations.
- 13.2 Officers have looked at the way other organisations have approached this and took cognisance of the planning that took place for the possibility of a Culture Trust within SBC. Officers have also considered the extensive experience gained in 2014/15 and lessons learned in setting up SBCares.
- 13.3 The proposed approach is to run a partnership agreement / contractual workstream in parallel to an implementation activities workstream. This is because the detail of the implementation activities is required to fully inform the discussions. For example, the decisions on how IT will be provided and managed will influence the cost of this support service and subsequently the funding to BSLT.
- 13.4 Appendix 2 shows an outline of the work-streams that would be part of transition.
- 13.5 Officers anticipate a go-live date of 1 April 2016, subject to successful partnership agreement between BSLT and SBC. The aim would be to have an Integrated Trust up and running in its initial form with staff and property transferred by this date with an initial set of support services to

support an Integrated Trust.

Approved by

**Rob Dickson
Corporate Transformation
and Services Director**

Signature

Author(s)

Name	Designation and Contact Number
Stephen Roy	Project Manager 01835 824000

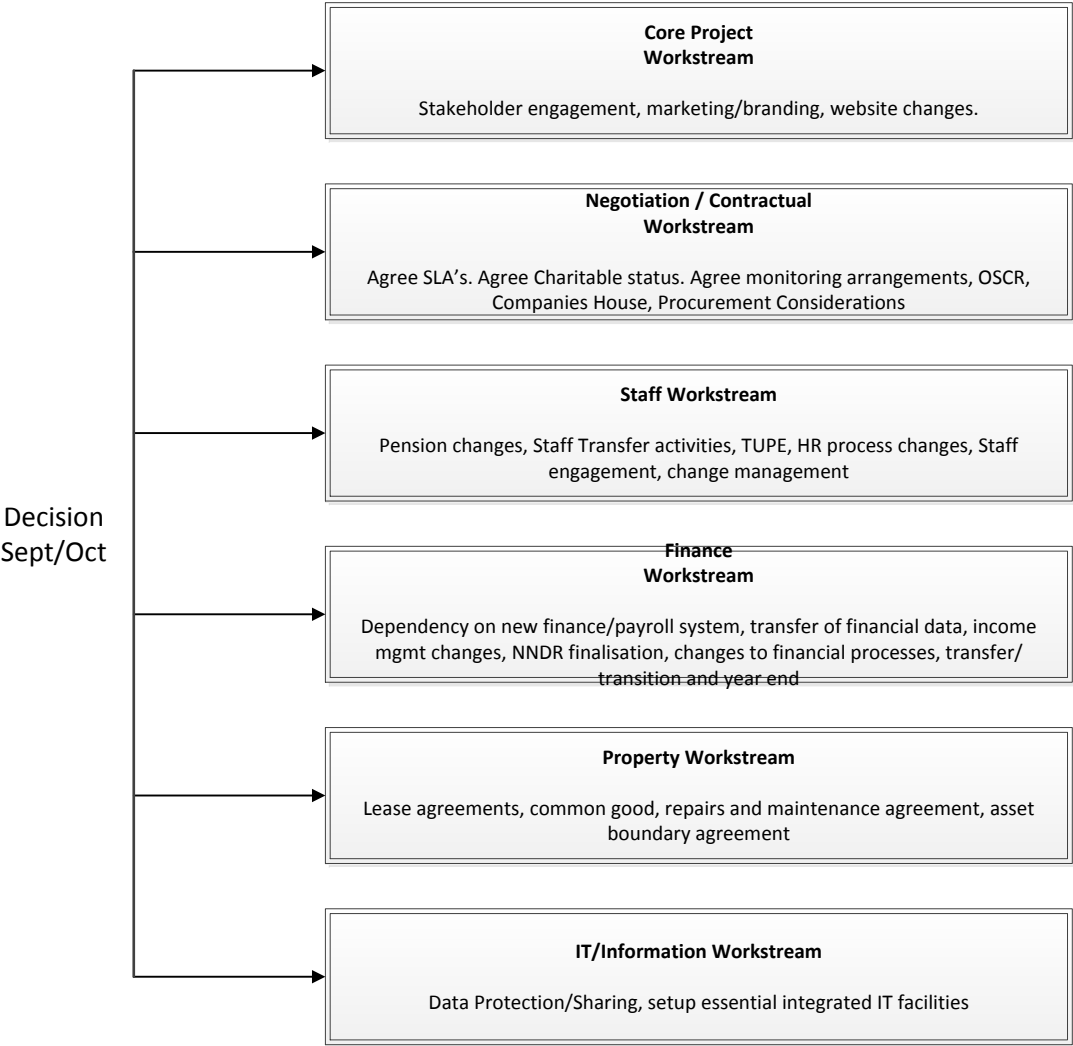
Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Cultural Services Team can also give information on other language translations as well as providing additional copies.

Contact Stephen Roy, Project Manager, Scottish Borders Council, Council Headquarters, Newtown St Boswells, TD6 0SA, telephone 01835 824000.

APPENDIX 1 – FEASIBILITY REPORT

Latest version of feasibility will be included.

APPENDIX 2 : PROPOSED IMPLEMENTATION WORKSTREAMS



PERFORMANCE
MANAGEMENT
FRAMEWORK

Corporate Priorities

1 Encourage sustainable economic growth

2 Attainment & achievement

3 High quality support, care and protection

4 Building community capacity

5 Maintaining and improving our high quality environment

6 Developing our workforce

7 Developing our assets and resources

8 Excellent accessible public services

Integrated Trust Outcomes

Widen audience for sport and culture through integrated approach, making improved “tourism offer”

Use Cultural and Sporting assets with integrated approach to enrich lives of young people and contribute to reducing inequalities

contribute to continuing and safeguarding provision and enable our communities to live in good health for longer and enjoy active and fulfilling lives.

As a key part of communities, build capacity within communities, empowering them to make decisions about the things that affect them

Enhance services and facilities and reach hard to reach groups

COMMUNITY LEARNING AND DEVELOPMENT: STRATEGIC PLAN FOR CLD IN SCOTTISH BORDERS 2015- 18

Report by Service Director, Children and Young People

COMMUNITY PLANNING STRATEGIC BOARD

261 November 2015

1 PURPOSE AND SUMMARY

- 1.1 This report updates the CP Strategic Board on the Community Learning and Development (CLD) Strategic Plan for 2015-18.**
- 1.2 The CLD Strategic Guidance for Community Planning Partnerships (2012) set out expectations on Community Planning Partnerships (CPP) to use CLD approaches to public service reform and to develop a clear framework for the planning and delivery of CLD by the Local Authority and partners.
- 1.3 The CLD Regulations of 2013 require a three year partnership plan for CLD to be developed by the Education Authority by 1 September 2015. This Plan will be subject to scrutiny through the Local Area Network.
- 1.4 Local CLD partnerships have been developed in each of the nine High School catchment areas. They have mapped current CLD activity, consulted with learners and community groups and developed action plans to address local priorities. There is clear synergy between the identified CLD priorities and those of the CPP's Reducing Inequalities profile. The local partnerships. These local plans have been rolled up to create a Borders wide Strategic Plan for CLD 2015-18 (Appendix).
- 1.5 The CLD Strategic Plan will be instrumental in achievement of key Borders priorities of developing Scotland's young workforce and empowering communities.

2 RECOMMENDATIONS

- 2.1 I recommend that the CP Strategic Board:-**
 - (a) Notes that the Council will be receiving a report to approve the Community Learning and Development (CLD) Strategic Plan for 2015-18, as detailed in the Appendix.**
 - (b) Notes the issues requiring further action during the lifetime of the Plan.**
 - (c) Supports the CLD Strategic Partnership to engage effectively with key CLD partners, facilitating contribution to the annual planning process with members taking an active role within the local area partnerships.**

3 BACKGROUND TO DEVELOPMENT OF THE PLAN

- 3.1 The CLD Strategic Guidance for Community Planning Partnerships (2012) set out expectations on CPPs to use CLD approaches to public service reform and to develop a clear framework for the planning and delivery of CLD by the Local Authority and partners.
- 3.2 The Strategic Guidance defines the purpose of CLD as:
- Improved life chances for people of all ages, through learning, personal development and active citizenship
 - Stronger, more resilient, supportive, influential and inclusive communities.
- 3.3 CLD is defined as an approach that is used by a range of partners, and not limited to a Council service. CLD Learning providers should meet the outcomes above through:
- community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers);
 - youth work, family learning and other early intervention work with children, young people and families;
 - community-based adult learning, including adult literacies and English for speakers of other languages (ESOL);
 - volunteer development;
 - learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders;
 - learning support and guidance in the community.
- 3.4 The CLD Regulations of 2013 require a three year partnership plan for CLD to be developed by the Local Authority by 1 September 2015. This Plan will be subject to scrutiny through the Local Area Network.
- 3.5 The CLD local partnership model that has been developed in Scottish Borders supports the aspirations of the Christie Commission. It will achieve the new statutory duties placed on Community Planning Partners through Community Empowerment (Scotland):
- Community engagement & co-production
 - Understanding of area needs, including the distinctive needs of communities
 - Clear vision
 - Focus on key priorities
 - Focus on prevention
 - Tackling inequalities
 - Aligned resources
 - Strong shared leadership
 - Effective performance management
 - Robust governance & accountability

It will also support implementation of Developing Scotland's Young Workforce in Borders.

4 HOW THE PLAN HAS BEEN DEVELOPED

- 4.1 The CLD Strategic Partnership has been established and reports to the Reducing Inequalities Theme Group of the CPP. The Reducing Inequalities strands form the framework for planning CLD.

- Employment and income
 - Health and wellbeing
 - Keeping people Safe
 - Skills and Attainment
 - Housing and neighbourhoods.
- 4.2 Local CLD partnerships have been developed in each of the nine High School catchment areas. The partnerships have been initially formed using existing local networks of partners that already had a working relationship. More work needs to be done in future to include a wider range of local community groups. A wide range of groups were involved in the consultation process and were happy with that level of involvement at this stage. The local partnerships are coordinated by an SBC CLD Worker. The local CLD Partnerships have used the Reducing Inequalities Community Profile in conjunction with local consultations to build their understanding of need for CLD in the local community.
- 4.3 Working with these profiles, and their own local knowledge of need and current activity, each partnership has identified key priorities for partnership action. These range from young people's employment, to emotional health and wellbeing issues, to improved networking between community organisations.
- 4.4 The partnerships have consulted with learners and community groups to establish what they consider to be the most important priorities for CLD in the area. Where they exist, partnerships are also referring to existing consultations e.g. Streetwork with young people to identify what they would like to see in the new Langlee Residents Association Community Flat.
- 4.5 The local partnerships have undertaken a mapping exercise to build a picture of the range of CLD activity already happening in the area. This information forms part of the Community Profile for the area.
- 4.6 Based on the community profile, the agreed priorities and the resources available to them, the local partnerships have identified gaps and agreed new or enhanced partnership actions to address some of these gaps. The main themes that will be addressed by new partnership CLD activity are:
- Increasing employability, particularly for young people and sustaining positive destinations after leaving school
 - Increasing volunteering opportunities, particularly to develop employability for young people
 - Promotion of and support for emotional health and wellbeing, particularly for young people
 - Supporting consultation around transport in rural areas
 - Improved information sharing to support partnership working
 - Strengthened/enhanced partnerships to support key Reducing Inequalities themes e.g. Opportunities for All Partnerships in each High School linked clearly to Senior Phase planning.
- 4.7 The CLD Regulations place a duty on the Local Authority to report on gaps that exist in the three year Strategic Plan. Local Partnerships have therefore highlighted where gaps exist between identified priorities and partnership actions. A rationale is included for each identified gap which is not being addressed by actions in the Plan.

- 4.8 The nine local Partnership Plans have been rolled up and summarised to create the three year Strategic Plan for the Borders (attached as an Appendix).

5 MONITORING AND EVALUATION

- 5.1 The framework for the CLD Strategic Plan uses the Reducing Inequalities strand (above): The key objectives are:
- Reduce inequalities and improve the well being of Borders communities through early intervention and prevention approaches
 - Build capacity in our 9 Learning Communities and the Third Sector
 - Improve Partnership Working.
- 5.2 High level generic outcomes (from the Single Outcome Agreement) and CLD short term outcomes have been identified by the Strategic Partnership. Key performance indicators have been created and a performance framework, aligned to Community Planning Partnership priorities has been developed. Progress will be reported to the Reducing Inequalities theme group twice per year.
- 5.3 The ultimate success of the CLD Strategic Plan will be the delivery of learning opportunities that make a real difference to learners' lives. Key success measures will be:
- Participation in learning (especially vulnerable/reliant learners)
 - Achievement through learning (especially recognised awards)
 - Progression as a result of learning (especially to further learning, volunteering or employment).
- 5.4 A logic model approach has been used to plan actions and each Learning Community Partnership will undertake quarterly monitoring of their local actions.
- 5.5 The Quality improvement Framework "How Good is Our" (School, Community Learning and Development, Culture and Sport, Third Sector Organisation) will underpin the annual quality improvement process.
- 5.6 A multi-agency review team will undertake peer review in two Learning Communities each year. This approach has already been piloted in the Hawick Learning Community.

6 BUILDING CAPACITY

- 6.1 Funding from Education Scotland has supported Youth Borders, The Bridge and CLDS to develop training to build the capacity of partners, particularly in the Third Sector, to contribute to partnership planning for CLD. The training has focused on awareness raising of the CLD Guidance and Regulations and outcome focused planning and evaluation. Training sessions have been well attended and evaluated very positively.
- 6.2 Sixteen Third Sector partners have contributed to development of local partnership Plans.
- 6.3 Officers plan to build on this by working with the Council's Third Sector partners to develop and deliver additional training to support evaluation over the next two years. Education Scotland has recently developed a new Quality Improvement Framework, How Good Is Our Third Sector Organisation? (HGIOTSO) which will be piloted in HMIE inspections in

autumn of 2015. This Framework is based on the European Foundation for Quality Management (EFQM) model and aligns well with the Frameworks currently used within Schools, CLD and Culture and Sport.

7 FURTHER DEVELOPMENT

- 7.1 The CLD Strategic Partnership is driving a local partnership model where actions remain live and relevant and partnerships can respond to emerging needs.
- 7.2 Local partners will jointly evaluate annually to see what impact they are having and to identify what improvement actions are needed for the following year.
- 7.3 Further work will be done to develop the representation of a wider range of local community groups on their area partnership. Consultation will continue with learners and community groups throughout the lifetime of the Plan and develop to ensure that under-represented individuals and groups have a voice.
- 7.4 To support improvement, officers are beginning to gather data from CLD learning providers about the learning they are providing and the impact this is having. This is a complex process across a wide range of partners but the willingness to engage in this process has been very encouraging so far.
- 7.5 The planning process will be reviewed at the end of the first year to see where improvements can be made. Initial impressions are that work needs to be done to support contribution from some key partners.
- 7.6 The development of a Management Information System to support the CLD Strategic Partnership is being scoped. This is proving to be complex and will require collaboration between partners as well as resources.

8 IMPLICATIONS

8.1 Financial

There will be no additional costs incurred through implementation of this Plan. In some cases there has been realignment of existing resource. A key success measure of the Plan will be further development of resource pooling and realignment towards early intervention and prevention approaches that reduce inequalities.

8.2 Risk and Mitigations

- (a) There is a legislative requirement to develop and deliver this Plan (CLD Regulations 2013).
- (b) Staff time is required to coordinate the local Plans and build capacity to work in partnership more effectively. The CLD service has allocated time to support this activity, and has planned for this time to reduce over the lifetime of the Plans.
- (c) Success will be measured by actions making a real difference in learners' lives. A robust monitoring and evaluation framework has been developed to make achievement visible in local communities and communities and ensure accountability.

- (d) Contribution by all key CLD partners is required to ensure that local Plans are effective. Support will be needed from decision makers and line managers facilitate proportionate contributions to the ongoing planning process.

8.3 **Equalities**

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

8.4 **Acting Sustainably**

- (a) The Plan aims to improve the Borders economy through developing skills and capacity of people of all ages to be economically active.
- (b) The Plan aims to improve the wellbeing of Borders communities through reducing inequalities. Actions are included to reduce social isolation, particularly amongst older people. Actions are included which will build capacity within communities, supporting them to use their skills, knowledge and experience to achieve their goals.
- (c) No adverse environmental effects are anticipated.

8.5 **Carbon Management**

No adverse effects on carbon emissions are anticipated.

8.6 **Rural Proofing**

The Strategy has been developed to meet the needs of localities and will improve access to CLD services across Scottish Borders.

8.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

9 **CONSULTATION**

- 9.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR, and the Clerk to the Council are being consulted and their comments will be incorporated into the final report.

Approved by

Name
Title

Signature

Author(s)

Name	Designation and Contact Number
Donna Manson	Service Director, Children and Young People

Background Papers:

Previous Minute Reference:

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

Contact us at Anne Worrell, SBC, Headquarters, Newtown St Boswells, TD6 0SA,
01835 824000

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Community Learning and Development

IN THE SCOTTISH BORDERS

STRATEGIC PLAN 2015 -18

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Foreword

Insert photo

Jeanette McDiarmid – Chair of Borders Community Planning Partnership's Reducing Inequalities Theme Group and Deputy Chief Executive (People), Scottish Borders Council

Welcome to Scottish Borders' Strategic Plan for Community Learning and Development (CLD) 2015-18.

Scottish Borders Council's CLD service (CLDs) has invested considerable capacity over the last year to develop local partnerships in each of the nine high school clusters and in forming a region-wide CLD Strategic partnership.

The Partnership is keen to progress an ambitious programme of work over the next three years. This work will be intelligence led, driven by improved partnership working and greater integration of resources.

This strategy will constitute a key strand in our drive to reduce inequalities within the Scottish Borders. It will support partners to work together, using early intervention and prevention approaches in tackling inequalities in the Scottish Borders. Importantly it defines how third sector organisations, local community groups and public sector services in the partnership will provide Community Learning and Development (CLD) opportunities in the Scottish Borders over the next three years.

CLD aims to make a difference in people's lives through learning. It is an approach used by many organisations and community groups. I saw several inspiring examples of how CLD has supported people of all ages to improve their life chances at the "Making a Difference" seminar in May 2015. I also heard how organisations and community groups are already working together to plan and deliver learning in local communities.

This strategy is an important foundation required to guide the commitment and ambition expressed by all stakeholders.

I commend this Plan to you and wish CLD partners every success as they work together to take it forward.

Introduction and National Context

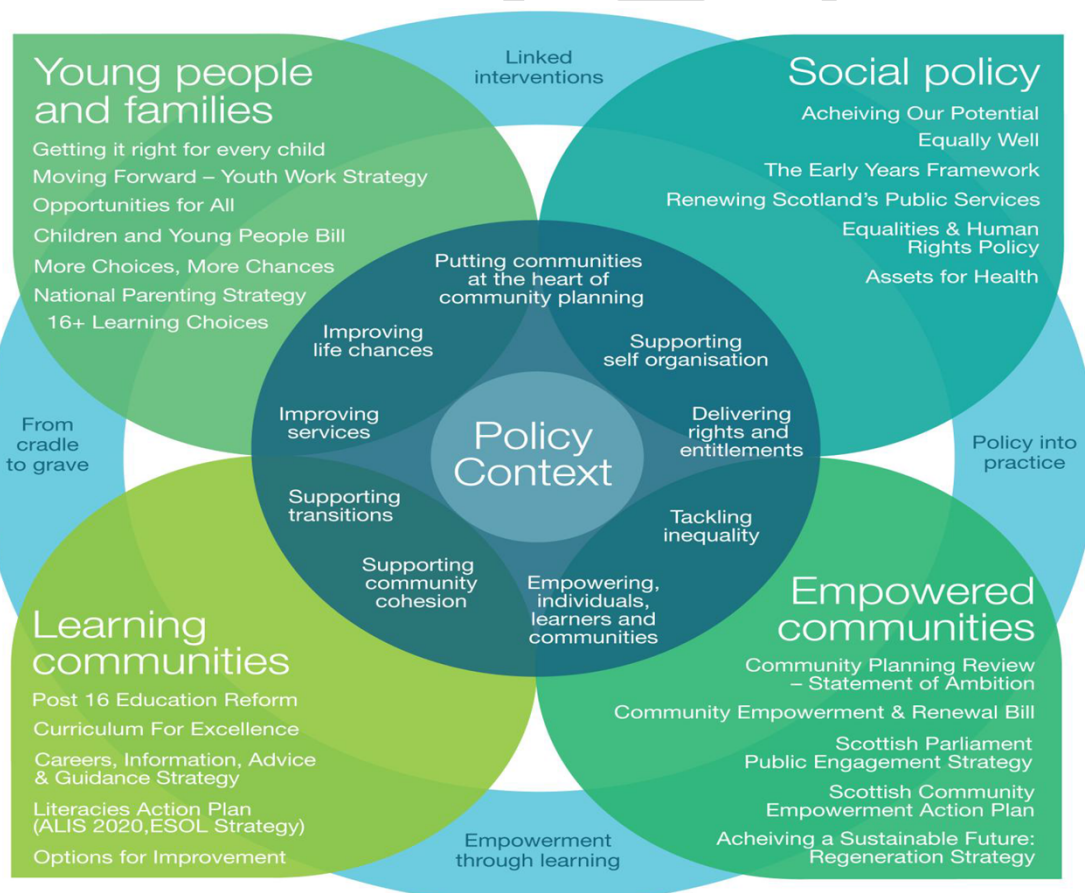
The Scottish Government's national strategic aims for CLD are to develop:

- Improved life chances for people of all ages, through learning, personal development and active citizenship
- Stronger, more resilient, supportive, influential and inclusive communities.

CLD Guidance and Regulations (Scottish Government, 2012 &13) place a duty on Scottish Borders Council to provide a three year plan for CLD. However the Scottish Government recognises that successful CLD delivery can only be achieved through partnership activity with third sector organisations and other providers of public services.

Local authorities are expected to support the development of partnership approaches in the delivery of public services. This involves providing leadership and direction for partners and encouraging cohesive partnership working. There should be a focus on the quality of CLD delivery as well as an appropriate means to evaluate service delivery.

The CLD local partnership model that has been developed in Scottish Borders supports the aspirations of the Christie Commission and the Community Empowerment (Scotland) Act. It involves people who live in learning communities shaping local services. With its focus on developing employability, particularly of young people, it supports the recommendations of Developing Scotland's Young Workforce.



Regional Context

“By 2023, 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”

Scottish Borders Community Planning Partnership Vision Statement

CLD partners have worked together in each of the nine Learning Communities to produce a detailed plan for their area. These nine plans have been collated to provide an overarching action plan for CLD in the Scottish Borders 2015-18.

The CLD Strategy directly supports the following SBC strategic priorities:

- Priority 2:** Improving attainment and achievement levels for all our children and young people, both within and out with the formal curriculum
- Priority 4:** Building the capacity and resilience of our communities and voluntary sector
- Priority 6:** Developing our workforce
- Priority 8:** Ensuring excellent, adaptable, collaborative and accessible public services.

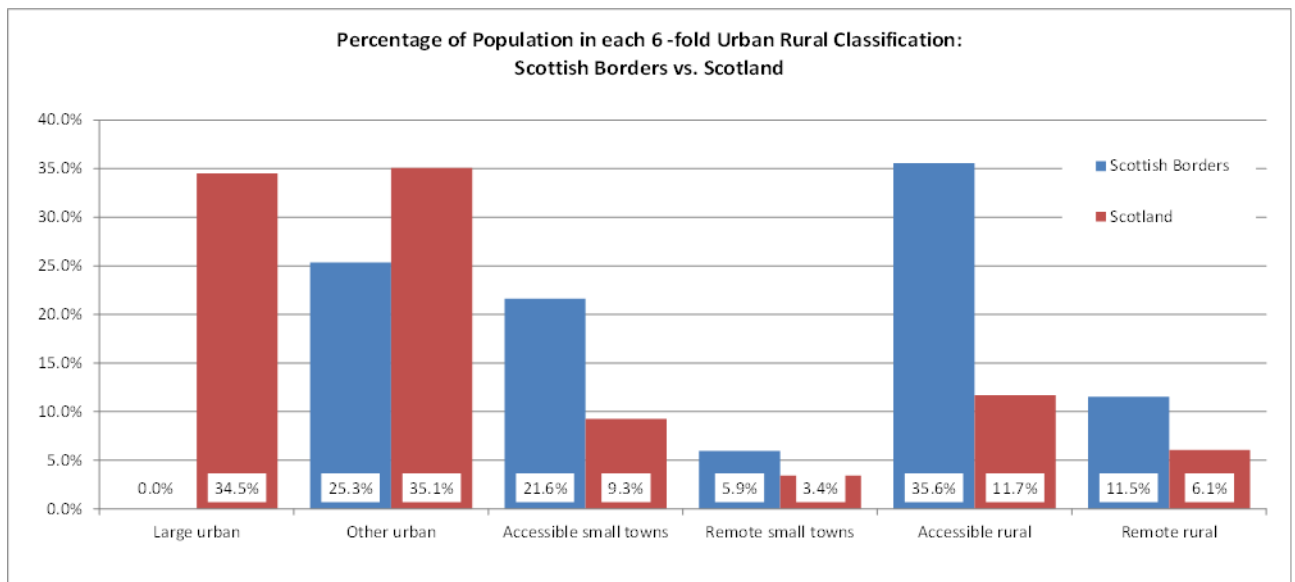
The Strategy will also support the delivery the following priorities as outlined in the Scottish Borders Community Planning Partnership’s single outcome agreement:

- Grow our economy
- Reduce inequalities.

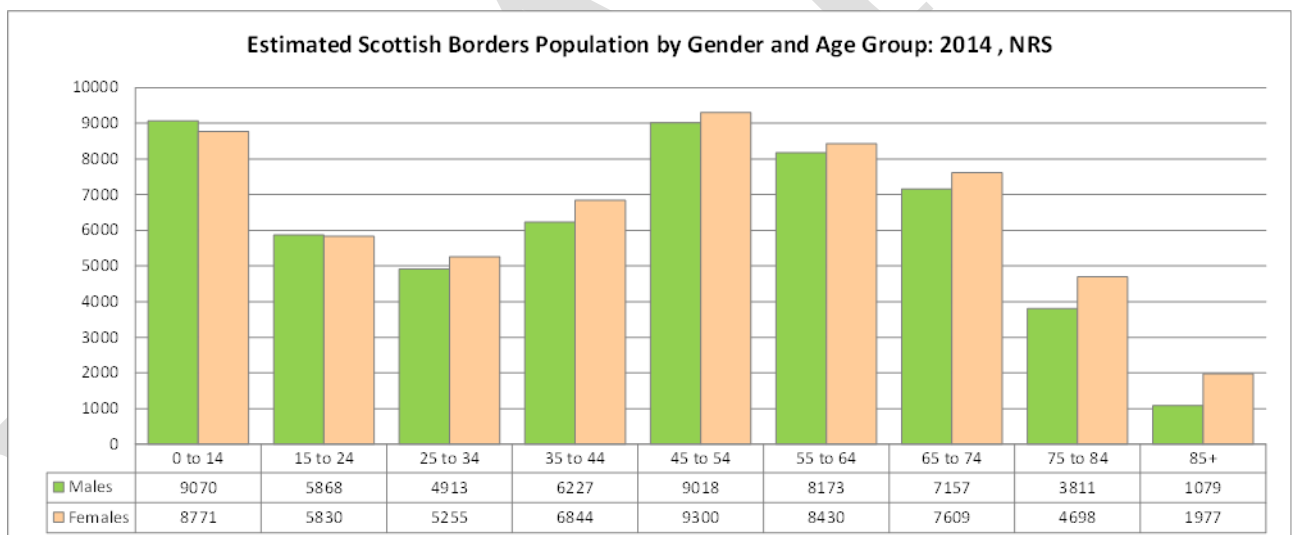
In addition the Strategy will support the achievement of the priorities outlined in the Scottish Border’s Children & Young People’s Plan 2015 – 2018 which are:

- Raising attainment and achievement for all and closing the gap between the lowest and highest achievers
- Promoting the health and wellbeing of all children and young people and reducing health inequalities
- Keeping Children and young people safe
- Improving the wellbeing and life chances for our most vulnerable children and young people
- Increasing participation and engagement.

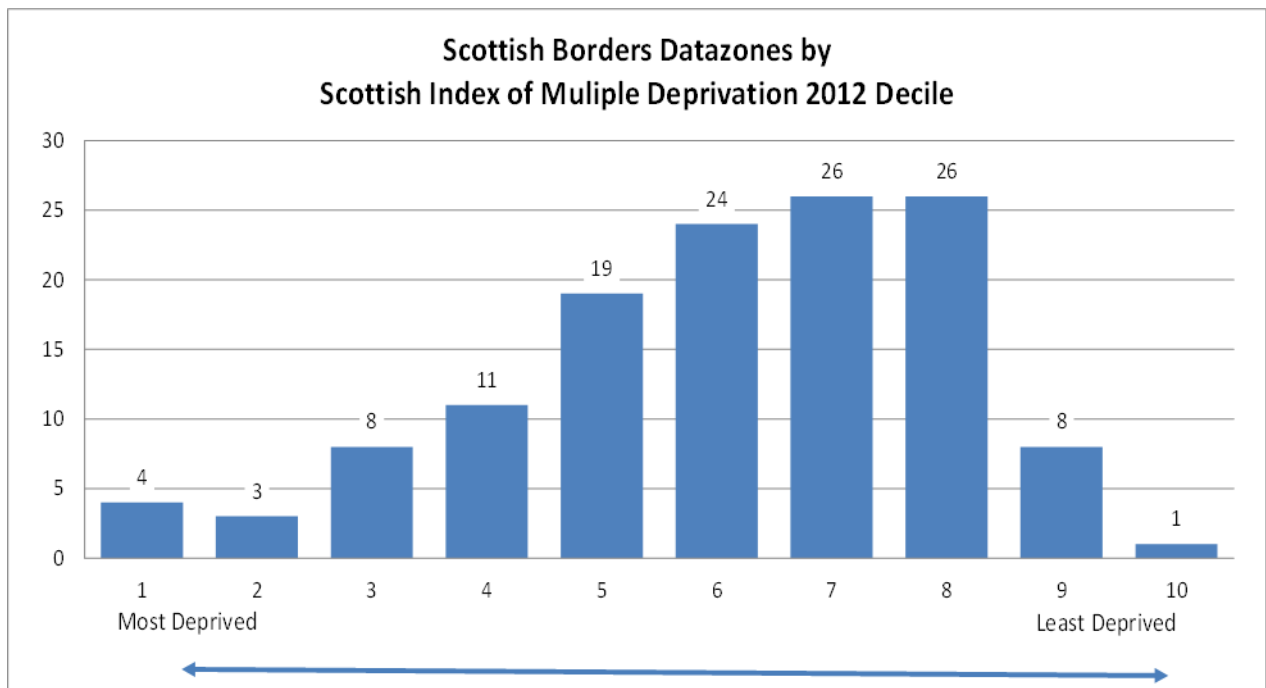
The Scottish Borders is a rural local authority. There are five towns with a population of between 5,000 and 15,000 (Hawick, Galashiels, Peebles, Kelso and Selkirk) and a further five towns with a population of 2,000 to 5,000 (Jedburgh, Eyemouth, Innerleithen, Duns and Melrose). According to the Scottish Government’s 6-fold urban-rural classification, 47% of the population of the Scottish Borders live in rural areas compared to 18% for all of Scotland, as seen in the graph below. The rural nature of the Scottish Borders can lead to additional challenges for those experiencing inequalities.



In 2014 it was estimated that there are 114,030 people living in the Scottish Borders. The age-group and gender breakdown can be seen in the graph below. Compared to Scotland the Scottish Borders has a similar proportion of children (16%), fewer people of working age (61% vs. 66%), but more people aged 65 and older (23% vs. 18%).

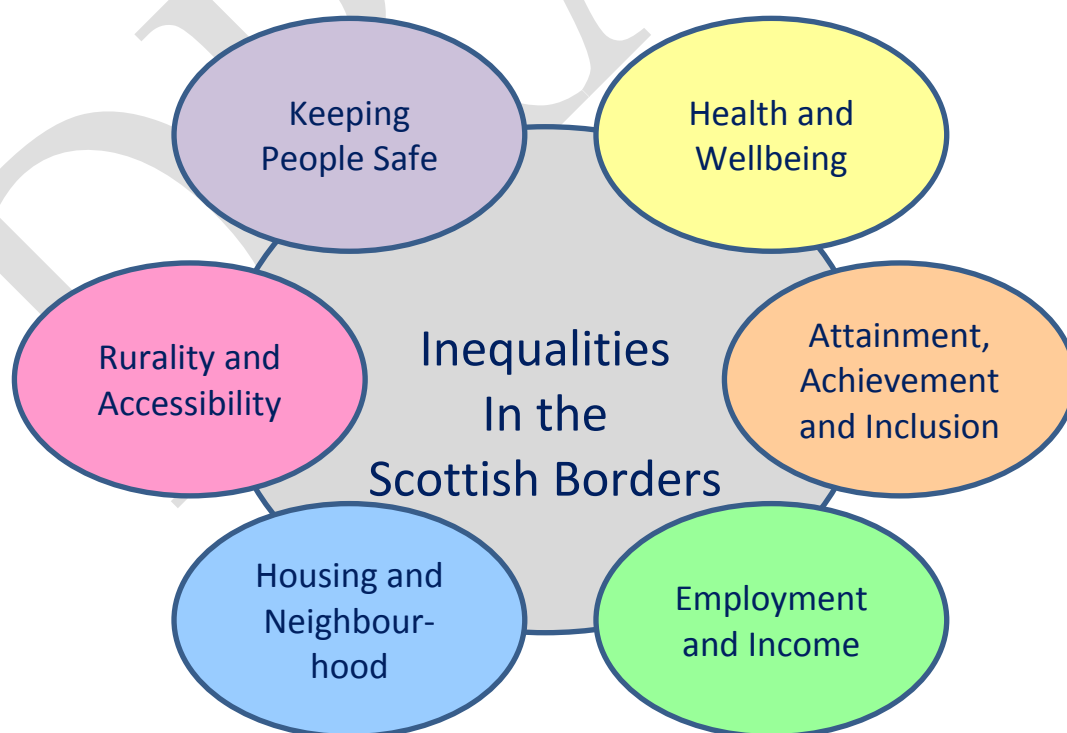


Of a total of 130 Data Zones the majority (104) fall into the least deprived deciles of 5 to 10. The remaining 26 Data Zones fall into deciles 1-4 with 7 falling into the most deprived deciles 1-2.



The largest areas of deprivation exist in the towns of Galashiels, Hawick, Selkirk and Eyemouth. Although certain geographical areas of deprivation are clearly defined, in our less deprived areas there are also pockets of identified need.

Through the development of our data sets on Inequalities in the Scottish Borders there is an increasingly clear understanding of the socio-economic needs profiles of our Localities. This will enable effective geographic and thematic targeting of CLD resources through effective partnership working. The data-sets are organised to cover the following themes:



These themes have been mapped to the CLD Strategic Plan and used to develop our core objectives. These are:

Objective 1: Reduce inequalities and improve wellbeing of Borders communities over the six Inequalities Themes through early intervention and prevention

Objective 2: Build the capacity and resilience of our nine Learning Communities and the Voluntary Sector

Objective 3: Improve partnership working

Governance of Community Learning & Development in the Scottish Borders

A wide range of organisations deliver CLD activity within the Scottish Borders. These organisations cover the public and third sector working with children, young people and adults.

The strategic direction and partnership working in CLD is managed by the Scottish Borders CLD Strategic Partnership. Collectively, the Partnership aims to meet our core objectives through delivery of the following activities:

- Community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers)
- Youth work, family learning and other early intervention work with children, young people and families
- Community-based adult learning, including adult literacies and English for speakers of other languages (ESOL)
- Volunteer development
- Learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders
- Learning support and guidance in the community

Foundation of the Strategic Plan

For the purposes of this Plan, we use the term Learning Community to mean a High School catchment area. Each Learning Community has a local CLD partnership coordinated by an SBC CLDs Worker.

What have local CLD partnerships done so far?

- Analysed and prioritised local need using reducing inequalities data
- Mapped current CLD activity
- Identified gaps
- Consulted with learners and community groups
- Developed new/additional partnership actions to address these gaps
- Highlighted issues that still need to be addressed

What will local CLD partnerships do next?

- Carry out their planned actions (Needs Hyperlink to Action Plan)
- Identify current provision gaps and responses
- Continue to share information, network and seek out new options for joint working
- Continue to consult with learners and community groups
- Evaluate what's working well and decide on improvements

How will the Community Planning Partnership support the Plan?

- Recognition of the Learning Community Partnership approach to delivering CLD
- Support to enable key CLD partners to contribute to this Learning Community approach
- Make the strategic links to key policy areas e.g. Reducing Inequalities, Locality Planning, Community Justice, senior phase planning, 16+ transitions, Developing the Young Workforce, GIRFEC, How Good is Our School 4 (family learning) and the Community Empowerment Act
- Develop dialogue with communities which supports more targeted use of resources – linked to identified need
- Promote and support the movement of partnership resources to areas/themes of identified need
- Support the development of management information systems which improve partnership working

How will the Plan be monitored and evaluated?

- An annual partnership evaluation and quality improvement process
- Quality Improvement Framework suite "How Good is Our... School, Community Learning and Development, Culture and Sport, Third Sector Organisation"
- A multi-agency review team will undertake peer review in two Learning Communities each year (piloted in the Hawick Learning Community in 2015)

Core Objectives of the Strategic Plan

Objective 1: Reduce inequalities and improve wellbeing of Borders communities over the six Inequalities Themes through early intervention and prevention

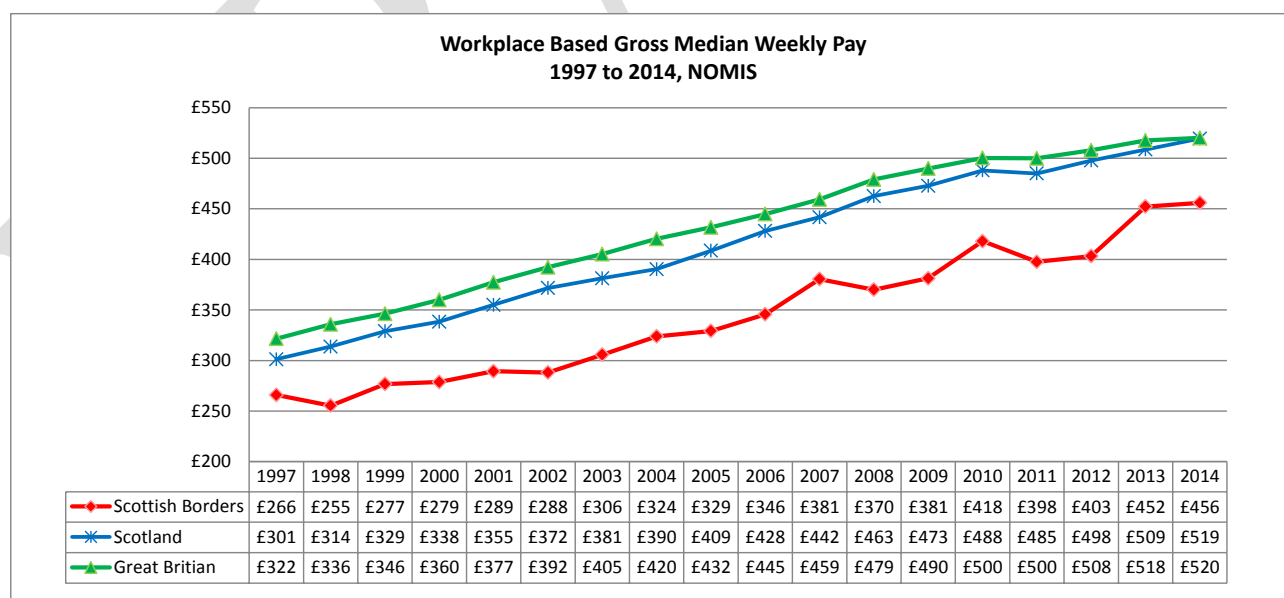
The Plan will do this through delivering learning opportunities in communities targeted at the six Inequalities Themes:

- Employment and Income
- Health and Wellbeing
- Attainment, Achievement and Inclusion
- Keeping People Safe
- Housing and Neighbourhood
- Rurality and Accessibility

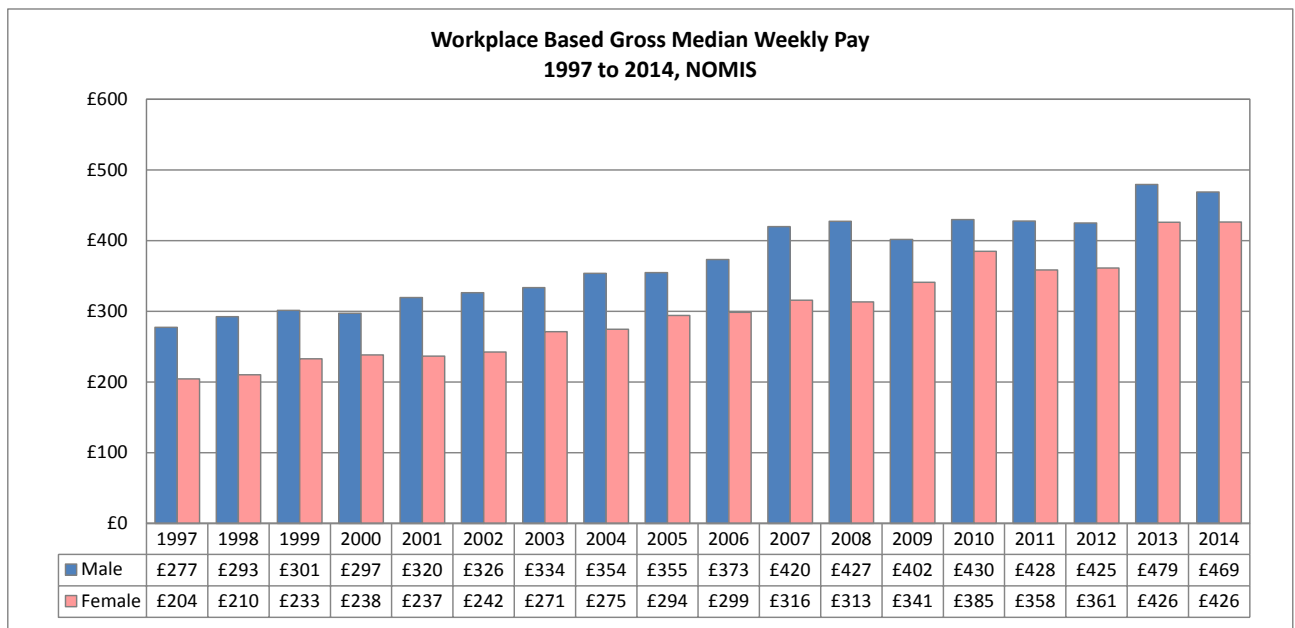
1.1 Reduce inequalities in EMPLOYMENT AND INCOME

Context

Workplace based gross median weekly pay in the Scottish Borders has consistently been below the wage level for Scotland and Great Britain. Between 1997 and 2014 the workplace based gross median weekly pay in the Scottish Borders has been 17% below the level for Scotland, equating to over £70.



Women's workplace based gross median weekly pay has improved compared to men's in the Scottish Borders from being 73.7% in 1997 to 90.9% in 2014. This change is better than the change for Scotland 72.4% in 1997 to 82.4% in 2014



Planned Outcomes

- People in the learning community will increase their employability through improving their skills, knowledge and confidence for life, learning and work
- Young people will have increased awareness of their employability and use it to progress to further learning, training, volunteering or work
- More people will engage in volunteering opportunities

Examples of planned programmes to deliver outcomes

- Earlston Local Partnership: SQA Award programme for vulnerable S4s
- Selkirk Local Partnership: deliver Introduction to IT courses at Philiphaugh and Selkirk Library with a particular focus on engaging older, working age men living in the community
- Hawick Local Partnership: Options and Choices programme delivered in Burnfoot to improve employability skills of young women (16+)

Who will benefit?

People who are unemployed and seeking employment, especially groups who find it hard to gain and sustain employment, eg:

- young people
- older people with few qualifications
- people who need support with literacy, English language and IT skills.

Who will deliver the learning?

Schools, CLD service, SB Libraries, Skills Development Scotland, Employability Training providers, Opportunities for All Partnership, Employers, Voluntary Sector e.g. Citizens Advice, Social Enterprise Companies.

How does CLD make a difference to employment and income?

Activity Agreements are an alternative to continuing in school for some young people. For example, a young man on a social work behaviour order who had been asked to leave yet another school was offered an Activity Agreement. He had become a known face with the police and was offending regularly, had no qualifications, no friends and was disinterested in everything.

Since starting his Activity Agreement in October 2014 this young person has:

- gained two Bronze Youth Achievement Awards
- gained a John Muir award in conservation
- taken part in a film with Voice Of My Own
- held the role of treasurer in an enterprise project at Christmas.

He has now moved into a positive destination working with a large knitwear company in the Borders.

How will we know the objective is being achieved?

We will measure how many people, as a result of their learning:

- progress into/through work
- progress into further learning/training
- progress into volunteering
- report increased employability
- develop increased financial capability
- gain accreditation and/or nationally recognised awards

1.2 Health and wellbeing

Context

Between 2012 and 2037 the number of people aged 75 and over in the Scottish Borders will grow from 11,072 to 21,610, an increase of 95%.

In the most deprived areas of the Scottish Borders:

- Life expectancy is lower for men and women than the Scottish average (Galashiels West and Galashiels North)
- There are higher rates of emergency admissions to hospital
- Smoking during pregnancy is higher than the Scottish average
- Rates of coronary heart disease, respiratory disease, disease of the digestive system and alcohol related hospital admissions are higher
- People have poorer mental health and have higher rates of claiming health related benefits
- There is a higher level of early deaths (langlee, Selkirk, Jedburgh, and Coldstream)
- People rated their health below the Scottish average (Hawick West End, Eyemouth, Coldstream and area, Hawick Central, Burnfoot and area, Kelso South and Langlee)

Planned Outcomes

- Individuals and groups will have the capacity and capability to take action to improve their own health and well-being
- Community-led health and peer support approaches will be developed to increase the availability of informal social support networks in communities (with a specific focus on older people)

Examples of planned programmes to deliver outcomes

- Peebles Local Partnership: increase health and wellbeing among older learners by providing a Friday Drop-in PCC offering a range of activities
- Gala Local Partnership: develop and implement a Langlee Food Plan
- Jedburgh Local Partnership: Mentors in Violence Prevention programme to increase young people's resilience and active participation in the community

Who will benefit?

People and communities who want to improve their emotional and physical health and prevent longer term health problems, eg:

- young people
- older people with few qualifications
- young families.

Who will deliver the learning?

Schools, Children and Young People's services, CLD service, SB Libraries, NHS services including Health Improvement, Borders Sport and Leisure Trust, SHAPE, Early Years Centres, Older People's Capacity Building Project, Voluntary Sector eg LGBT Youth, Penumbra, Action for Children.

How does CLD make a difference to health and wellbeing?

My Main Man programme

This programme enables children (P5) and the main men in their lives to spend quality time together, strengthening relationships and bonds through experiencing a range of activities which promote emotional wellbeing and good mental health.

The programme provides much needed opportunities for men to engage in a positive healthy learning environment with their children. Over four one day sessions they experience a range of activities that enable them to work together, get to know each other better and broaden their view of the world.

'We're creating memories'

'We don't get the chance to do stuff together ... this has been great'

'I've got to know more about my grandson'

'It was fantastic (Child)'

'I'd like to do more of this (child)'

How will we know the objective is being achieved?

We will measure how many people as a result of a planned programme:

- make a lifestyle change
- volunteer in community led health and peer support groups and
- how many new community led health and peer support groups are developed to support health and wellbeing.

1.3 Keeping People Safe

Context

The Scottish Borders is a relatively safe place to live and work with low levels of crime and anti-social behaviour. Areas of high deprivation have higher rates of crime, anti-social behaviour, preventable injuries and drug and alcohol misuse.

Planned Outcomes

- People (especially vulnerable young people) will have increased skills, knowledge and confidence to make positive lifestyle choices for themselves
- People in targeted communities will increase participation in Resilient Communities

Examples of planned programmes to deliver outcomes

- Hawick Local Partnership: deliver a Rural and Urban Training Scheme Programme to reduce anti-social behaviour/offending, increase confidence and provide new skills.
- Gala Local Partnership: recruit and deploy Alcohol Development Officer
- Selkirk Local Partnership: deliver a Selkirk Resilient Communities project in Selkirk High School with senior pupils

Who will benefit?

People of all ages who may be more vulnerable to harm, eg:

- young people
- women
- older people
- people with a disability or with emotional health issues
- people in the criminal justice system.

Who will deliver the learning?

Safer Communities Team, Resilient Communities Team, Alcohol and Drug Partnership, Schools, CLD service, Residents Associations, Voluntary Sector eg Penumbra, Action for Children.

How does CLD keep people safe?

Respectful Relationships Group and Youth Media, Gala Academy

A group of young people from the school set out to improve relationships in their school in line with SBC's Respectful Relationships Policy. The group comprises between 20-30 young people from S1-S6. In small groups they looked at how media could further their ideas of how to promote Respectful Relationships Policy.

A poster campaign was launched around the school using the designs created by the group. Young people were able to voice their opinion using radio and other media such as an audio visual presentation. This was produced and shown around the school and is available to the wider public via the internet. A Wired Audioboo page has also been created.

How will we know the objective is being achieved?

We will measure:

- how many people, as a result of learning, make a positive lifestyle choice to support their health & wellbeing
- how many people participate in Resilient Communities

1.4 Skills and Attainment

Context

The Scottish Borders performs well in terms of positive destinations for our children and young people sitting in the top quartile of Local Authorities. However, within the Scottish Borders there were 6 areas where less than 85% of the school leavers were in a positive destination at 6 months. These were: Hawick Central., Innerleithen and Walkerburn area, Eyemouth, Coldstream and area, Galashiels North and Langlee.

According to the 2011 Census the Scottish Borders has marginally more adults (aged 16 and over) with no or low qualifications compared to Scotland; 50.6% and 49.9% respectively. Within the Scottish Borders there are 8 IZ areas where 60% or more of the adult population (aged 16 and over) have no or relatively low qualifications. These are Burnfoot and area, Langlee, Eyemouth, Hawick North, Kelso North, Hawick West End, Jedburgh, and Hawick Central.

Planned Outcomes

- Partners will increase their commitment to promote and deliver more opportunities to support targeted young people into positive destinations
- More Looked After Children and young people from areas of deprivation will be supported through positive transitions at all stages of their learning
- Families in the most deprived areas will have raised aspirations and ambition to support key transitions and positive destinations

Examples of planned programmes to deliver outcomes

- Berwickshire Local Partnership: deliver Living with Parents courses in local Primary Schools (start in Greenlaw, Coldstream & Chirnside)
- Peebles Local Partnership: Peebles Mural Community Involvement Programme - Partnership learning programme to enhance life skills particularly to support key stages of transition
- Hawick Local Partnership: deliver Primary Futures programme to raise aspirations of girls aged 6/7 years in Burnfoot

Who will benefit?

People of all ages who experience barriers to successful learning, including:

- Looked after and vulnerable young people
- families in deprived areas
- non English speakers.

Who will deliver the learning?

Schools, Borders College, CLD service, SB Libraries and Museums, Skills Development Scotland, Borders Sport and Leisure Trust, SHAPE, Opportunities For All Partnership, Early Years services, Regeneration projects, Housing Associations, Voluntary Sector eg Voice of My Own, Connect Berwickshire Youth Project

How does CLD make a difference to skills and attainment?

Peebles ESOL Conversation Group

This group meets one morning each week at Peebles Community Centre. Up to 6 learners of mixed ability and nationality attend regularly. It is truly international with learners coming from Bulgaria, Portugal, Spain, Korea and Brazil. The sessions are topic based and offer very practical English for everyday living. Subjects have included travel at home and abroad, health matters and the history of the Beltane Festival in Peebles.

- 6 learners attended and evidenced improvement in their spoken English, both listening and speaking
- 6 learners report more confidence in their ability to take part in everyday activities such as shopping, visiting the doctor and talking to the school.
- 6 learners are better prepared to take part in ESOL classes at all levels.

How will we know the objective is being achieved?

We will measure:

- how many young people aged 16+, as a result of learning, progress to positive destinations
- how many families, as a result of learning, feel better able to support their children's learning

1.5 Housing

The Scottish Borders:

- Has one of the highest private rented sectors in Scotland and it continues to grow (17% compared with Scotland's 13%)
- Has the lowest Local Housing Allowance rate in Scotland, £72 a week for a one bedroomed property
- In its deprived areas has two thirds of households renting from social landlords compared to only a fifth in the least deprived areas.
- Has 10% of people claiming Housing benefit or Council tax Benefit. Increasing to 20% for those that are 65 or older. The areas with the highest levels of claimants are Hawick and Galashiels

Planned Outcomes

- Partners will increase the opportunities for tenancy support
- Partners will increase opportunities for improving financial capabilities to maintain tenancies and mitigate Welfare Reform
- Partners will increase opportunities for digital inclusion to mitigate welfare reform

Examples of planned programmes to deliver outcomes

- All Local Partnerships: delivery of locality based partnership training on financial inclusion

Who will benefit?

People who find it difficult to sustain tenancies, eg:

- vulnerable young people
- adults on low income

Who will deliver the learning?

Housing Associations, Welfare Benefits Team, Homelessness Service, Through Care and After Care Team, Safer Communities Team, Schools, CLD service, Voluntary Sector eg Penumbra Supported Living Service

How does CLD make a difference to housing inequalities?

Next Steps

This project is delivered by Berwickshire Housing Association in Berwickshire High School to help, support and prepare vulnerable young people for future tenancies. The young people learn skills around independent living such as cooking and how to budget for outgoings including rent and food.

How will we know the objective is being achieved?

We will measure how many people:

- maintain tenancies
- increase their financial capability
- increase their IT skills

Objective 2: Build the capacity and resilience of our nine Learning Communities and the Voluntary Sector

Planned Outcomes

- Partners will increase the capacity of organisations and community groups to support more volunteering opportunities
- Partners will increase the capacity of organisations and community groups to provide opportunities to support learning through all life stages
- Partners will increase the capacity of organisations and community groups to provide opportunities to mitigate welfare reform and develop digital inclusion
- Partners will support more community groups to have active and influential roles in their local and wider communities (with a specific focus on developing the participation processes of the Community Empowerment Bill)
- All Learning Communities have an increased awareness of the resources and opportunities provided by local partner
- Effective networks will support referral of targeted groups to CLD LC opportunities and community groups

Examples of planned programmes to deliver outcomes

- Berwickshire Local Partnership: set up a Transport Consultation Group in Berwickshire High School for and by young people to make sure their voice is heard on the new Berwickshire Free Transport Pilot Project
- Eyemouth Local Partnership: develop a shared Eyemouth Learning Community Partnership calendar of learning activity
- Kelso Local Partnership: develop and deliver a biennial locality careers / employability fayre in Kelso High School

Who will benefit?

Local communities

Who will deliver the learning?

Community capacity building organisations across the Voluntary and Public Sector eg The Bridge, Burnfoot Community Futures, Older People's Community Capacity Building project, Volunteer Centre Borders, CLD Learning Community Partnerships, Schools, YouthBorders and member organisations, Scottish Borders Social Enterprise Chamber, Residents Associations, NHS Health Improvement, SB Engagement and Participation, Resilient Communities

How does CLD build community capacity?

Volunteering at Wilton Lodge Park, Hawick

Almost 80 volunteers are registered to work in the Park and garden and the building which houses Hawick Museum. Volunteers are supported by a Volunteer Coordinator, with Volunteer Centre Borders providing registration support and advice. Individual volunteers come from all walks of life and are developing a range of skills, including horticulture and curating museum exhibitions.

"We had chippers, mashers, bakers. We also had a bumper crop of runner beans and huge pumpkins, squash and courgettes."
"I took one of the courgettes home to my mum. It was massive."
"We've catalogued 1,600 items this year - sheet music, films, photographs and artefacts. It takes about 20 minutes for us to catalogue each item.... You are involved in things you wouldn't believe."

How will we know the objective is being achieved?

We will measure how many community groups, as a result of community capacity building:

- are supporting learning
- are delivering services
- are supporting opportunities that increase digital inclusion and mitigate welfare reform
- have active and influential roles in local and wider decision making

Objective 3: Improve partnership working

Planned Outcomes

- Partners confidently use shared frameworks and tools for joint planning and self-evaluation
- Each of the nine Learning Community CLD plans evidences impact of achievement in each of the CLD Key Objectives
- Each of the nine Learning Community CLD plans uses evidenced based evaluation to support improvements for the Learning Community

Examples of planned programmes to deliver outcomes

- All Local Partnerships will develop a shared framework for self-evaluation and improvement planning
- All Local Partnerships will develop a shared reporting framework that supports base-lining performance indicators, monitoring, evaluation and improvement planning for individual and community participation, achievement and progression
- All Local Partnerships: Develop shared workforce development opportunities

Who will benefit from improved partnership working?

CLD learning providers and organisations who refer into CLD provision eg Jobcentre Plus. Ultimately, individual learners and community groups will benefit.

Who will deliver the learning?

It will be delivered by CLD Strategic Partners and other organisations such as Education Scotland and Evaluation Support Scotland.

How does CLD improve partnership working?

Outcome focused planning training

This training was funded by Education Scotland and delivered in four locations in the Borders. The training was designed for CLD partners, especially those from the Voluntary Sector, and sought to increase confidence and capacity of organisations to plan and evaluate their work. It also aimed to support organisations to contribute to CLD planning through Learning Community Partnerships. Ultimately this will increase the strength of the Borders CLD Strategic Plan.

A total of 42 staff from 31 different organisations completed the training. They gained new skills and broke down barriers and concerns around planning and evaluation. They increased familiarity with the tools which are being used to support planning in Learning Community Partnerships.

How will we know the objective is being achieved?

We will measure:

- how many joint training opportunities are delivered that improve partnership working
- how many CLD partners contribute to Learning Community Plans
- how many CLD partners contribute annual quantitative data to Learning Community partnerships

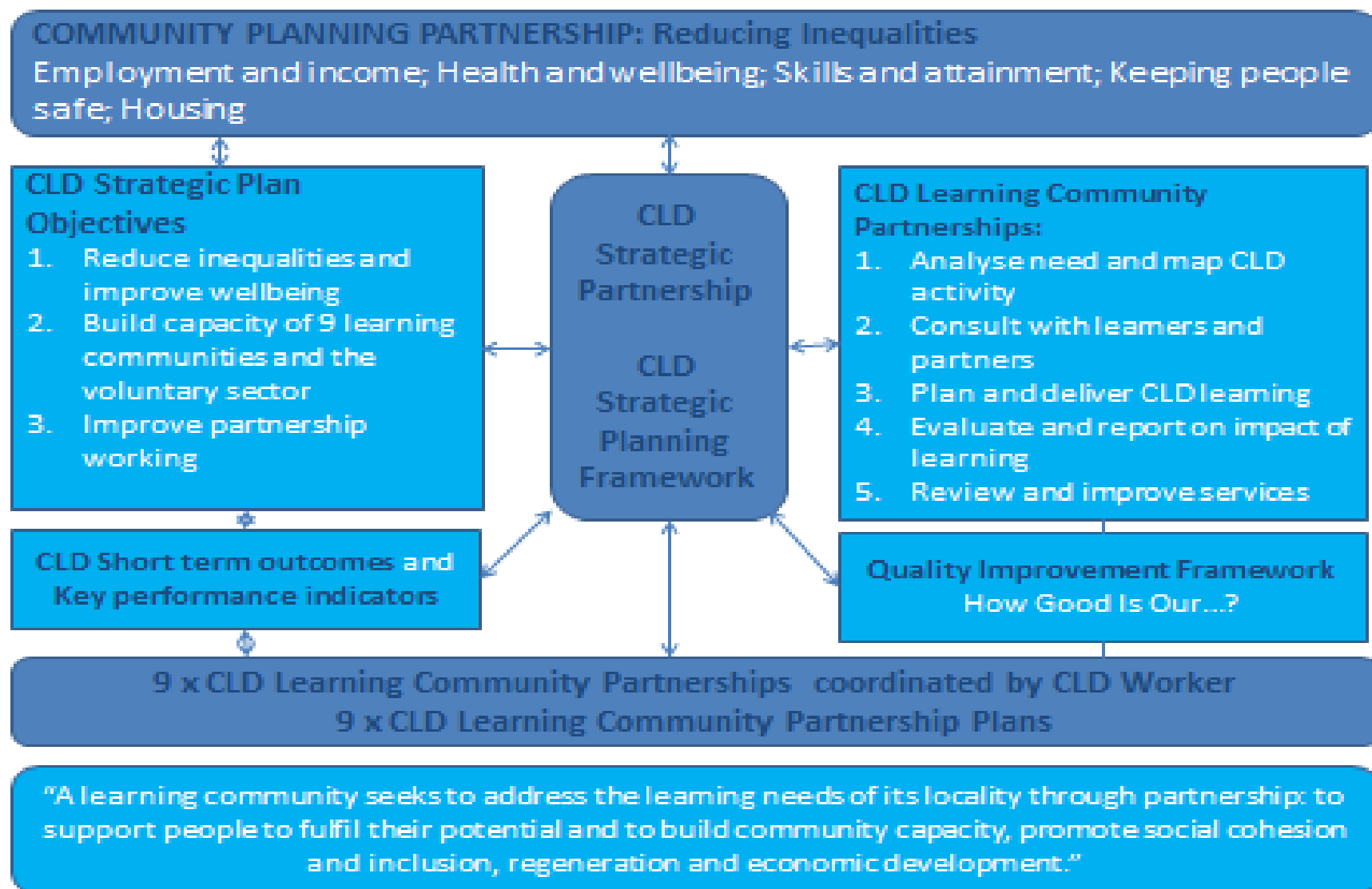
- how many CLD partners contribute to Learning Community self-evaluation and improvement planning process

We will record:

- Realignment and pooling of resources to target agreed partnership priorities

DRAFT

Strategic Functions Map



DRAFT

CHILDREN AND YOUNG PEOPLE'S SERVICES UPDATE – INTEGRATED SERVICES PLAN AND JOINT INSPECTION

Report by Depute Chief Executive, People

COMMUNITY PLANNING PARTNERSHIP STRATEGIC BOARD

26 November 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Community Planning Partnership Strategic Board on the progress with the Integrated Children & Young People's plan and the multi-agency Inspection process which will commence on 18th January 2016.**
- 1.2 There has been significant progress on the development of an updated multi-agency Children & Young People's plan. A plan has now been agreed by all members of the Children and Young People's Leadership Group (CYPLG) and the consultation commence early November with activities to involve all key stakeholders including children and young people and their families. (See Appendix 1 for plan and Appendix 2 for Consultation process). The plan summarises progress made over the period of the previous plan and highlights priorities and key actions which will be progressed over the next 3 years.
- 1.3 The Care Inspectorate have recently advised the Chair of the CPP of the forthcoming planned multi-agency C&YP Inspection process to take place commencing 18th January 2016. Work is now progressing to prepare the information which is required to be submitted in advance of the formal inspection period and to put in place the practical arrangements and these are outlined within the report.
- 1.4 Following the Inspection, the findings and recommendations from the Inspection will be reported back to the CPP Strategic Board in Spring 2016.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Community Planning Partnership Strategic Board notes:**
 - (a) **the draft plan and provides any feedback feedback to the Children and Young People's Leadership Group; and**
 - (b) **the Inspection timescales and processes.**

3 THE CHILDREN & YOUNG PEOPLE'S PLAN

- 3.1 The development of the Children and Young People's plan has been led by the CYPLG. It is a multi agency plan which builds on the achievements of the previous plan. These achievements include the creation of 4 early years centres, the introduction of the wellbeing web, the development of services to support children and young people affected by domestic abuse and the introduction of community health workers to support young people with emotional and mental health issues.
- 3.2 The plan sets out the vision that "all children and young people in the Scottish Borders will achieve their unique potential" and identifies out the new key priorities which are:
- Keeping children and young people safe
 - Improving health and reducing health inequalities
 - Improving the wellbeing and life chances for our most vulnerable children and young people
 - Raising attainment and achievement for all and closing the gap between the lowest and the highest achievers
 - Increasing participation and engagement.

Key high level actions to address these priorities are set out in the plan.

- 3.3 Consultation on the new plan is now underway and views will be sought with the consultation process closing at the beginning of January 2016. The consultation document is available through the SBC and NHS website and a range of events will be held in communities with key stakeholders and staff groups including young people, parents and the third sector. Comments on the plan from members of the CPP Strategic Board would be most welcomed and Members are requested to highlight the consultation period within their organisations.

4 CHILDREN & YOUNG PERSON'S INSPECTION

- 4.1 All partners have been notified that a multi agency inspection is to take place in January 2016 with the formal inspection period commencing on the 18th of January 2016. Preparation work is now underway. A co-ordination group is meeting weekly with representatives from all key agencies, with oversight of the process by the CYPLG with overall governance by the CPP Strategic Board.
- 4.2 The Inspection process aims to provide independent scrutiny and overview of the services for children and young people across the Scottish Borders. There is a strong focus on outcomes and there will be evaluation across a range of quality indicators including outcomes, leadership, processes and workforce. The inspection however is also a good opportunity locally to identify areas of best practice and also to ensure that actions are in place to address any identified gaps.
- 4.3 The Inspection will take place in January and February 2016 where there will be a range of focus groups with key groups of managers, staff and senior leaders, a case file audit of approximately 100 files and finally follow up meetings on areas for further exploration.
- 4.4 The initial findings will be reported to chief officers from partner

organisations in March 2016 with a final report to follow. An action plan will be developed to address any findings or recommendations which will be reported to the CPP Strategic Board in the Spring 2016.

5 IMPLICATIONS

5.1 Financial

There are no direct costs attached to any of the recommendations contained in this report.

5.2 Risk and Mitigations

The report fully describes all the elements of risk that have been identified in relation to this project and no specific additional concerns need to be addressed.

5.3 Equalities

An Equalities Impact Assessment (EIA) is being undertaken in relation to the Children & Young People's Plan. The plan seeks to improve outcomes for all children and young people and in particular most our vulnerable children and young people and those from the most deprived areas. Should there be any impacts identified through the EIA, these will be addressed within the final version of the plan.

5.4 Acting Sustainably

There are no implications as a result of the recommendations outlined in this report.

5.5 Carbon Management

There are no implications as a result of recommendations in the report.

5.6 Rural Proofing

A Rural Proofing Assessment (EIA) is being undertaken in relation to the Children & Young People's Plan. The plan seeks to improve outcomes for all children and young people and in particular those from the most deprived areas. Should there be any impacts identified through this assessment these will be addressed within the final version of the plan.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes required to the Scheme of Administration or Scheme of Delegation.

6 CONSULTATION

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Name Jeanette McDiarmid
Title Depute Chief Executive, People

Signature

Author(s)

Name	Designation and Contact Number
Elaine Torrance	Chief Social Work Officer - 01835 825084

Background Papers:

Previous Minute Reference:

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

Contact us at Elaine Torrance, Scottish Borders Council, Headquarters, Newtown St Boswells, TD6 0SA, 01835 824000.

Draft Integrated Children and Young People's Plan

IN THE SCOTTISH BORDERS 2015-2018



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WORKING IN PARTNERSHIP WITH



DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

FOREWORD

The Community Planning Partnership is committed to improving the wellbeing of all children and young people across the Scottish Borders. We translate this commitment into action through the work of the Children and Young People's Leadership Group which brings together partners from Scottish Borders Council, NHS Borders, Police Scotland, the Scottish Children's Reporter Administration and the voluntary sector. The Group focuses on shared priorities to deliver meaningful and sustainable improvements to the lives of all our children and young people, particularly the most vulnerable.

The planning and delivery of our services are underpinned by the principles of the United Nations Convention on the Rights of the Child (UNCRC) and contribute to the Community Planning Partnership (CPP) Single Outcome Agreement.

By embedding 'Getting It Right For Every Child' (GIRFEC), we will ensure that all our children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included achieving their unique potential and making a positive contribution to society.

Scottish Borders offers rich opportunities for children and young people to thrive and go on to be confident and successful adults. We want outcomes for all our children and young people to improve whilst closing the gap between our most deprived and least deprived families and communities, targeting resources at our most vulnerable children and young people.

A strong emphasis on developing early years services will enable us to reduce the cycles of poverty, inequalities and poor outcomes and will allow us to provide all children and young people with the best start in life, helping them to achieve their full potential within nurturing and supportive environments.

This plan builds on the achievements of the previous Children and Young People's Services Plan 2012-2015. It also sets out a vision and priorities for the future, highlighting our full commitment to work together in partnership to pursue improved outcomes for all children, young people and families.

David Parker

Chair of Community Planning Partnership



DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

1. INTRODUCTION

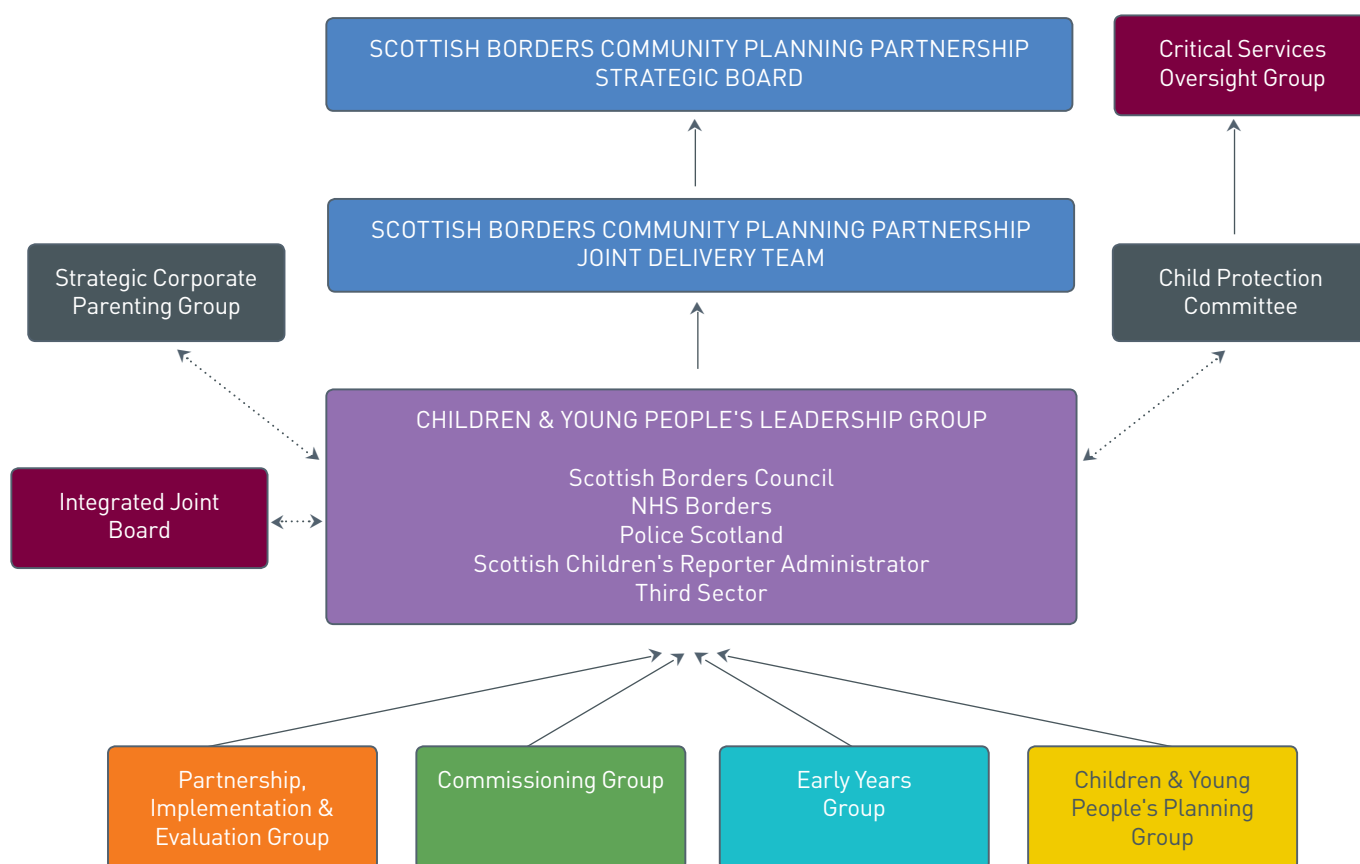
This Integrated Children & Young People's Plan (ICYPP) sets the strategic direction of service delivery to create opportunities and conditions so that children and young people in the Scottish Borders have the best start in life.

The development of this ICYPP has been underpinned by the United Nations Convention on the Rights of the Child (UNCRC) legislation (the most recent of which has been the Children and Young People (Scotland) Act 2014) and a range of national policy drivers such as Curriculum for Excellence and 'Getting it Right For Every Child'. It also builds on previous multi-agency planning and service developments in the Scottish Borders. The Plan is closely aligned to the (CPP) priorities. In doing so, partners intend to make better use of available data to drive improvement and continue to develop new data sets. In addition, the Plan expresses our commitment to understanding more fully the totality of our resources and budgets for children and young people's services across the partnership and explore ways to use these more creatively and efficiently. Through the life of this Plan, we will continue to work to strengthen relationships between the public and third sectors.

The Children and Young People's Leadership Group was established in 2014 to provide strengthened cohesive strategic leadership across the CPP, building on the work of the Children and Young People's Planning Partnership. The Leadership Group is a decision making group of senior officers from the key stakeholders who deliver children and young people's services in the Scottish Borders including Scottish Borders Council, NHS Borders, Police Scotland, Scottish Children's Reporter Administration (SCRA) and the third sector. Central to the work of the group is hearing the voices of children, young people and families and ensuring that their views and experiences inform the work that we do.

Figure 1 overleaf illustrates the governance structure of the Children and Young People's Leadership Group (CYPLG).

FIGURE 1
CHILDREN & YOUNG PEOPLE'S LEADERSHIP GROUP



Key

- > Direct oversight
-> Reporting only

The **Children and Young People's Leadership Group** sets the strategic direction for the planning and delivery of services for children and young people. The Group is responsible for identifying challenges and mitigating risks associated with the implementation of the Plan. Its work is supported by a set of sub groups:

The **Early Years Group** is responsible for the Early Years Strategy and related actions to enable children to have the best possible start in life. This includes support for families before birth up to when the child is 8 years old.

The **Children and Young People's Planning Group** is responsible for improving outcomes and reducing inequalities for all young people aged 8-18 years (25 for looked after young people).

The **Partnership, Implementation and Evaluation group** leads on the implementation of legislation that impacts on multi agency services for children and young people. It is responsible for developing and improving working practices across services.

The **Commissioning Group** leads all multi-agency commissioning activities initiated to improve outcomes for children and their families. It seeks to ensure that GIRFEC is firmly embedded within all commissions and to work in partnership and collaboratively with service providers.

DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

2. STRATEGIC CONTEXT

KEY LEGISLATION AND NATIONAL POLICY

This Plan ensures that the planning and delivery of our services complies with policies, legislation and guidance across the Scottish Government. The current phased implementation of the requirements of the Children and Young People's (Scotland) Act 2014 has been particularly influential in our thinking but the legislation and policies listed in Appendix 2 provide an indication of the range of issues which need to be considered when planning future services for children, young people and families.

COMMUNITY PLANNING PARTNERSHIP PRIORITIES

In 2013, the **Community Planning Strategic Board** considered the Scottish Borders Strategic Assessment and agreed its vision for the Scottish Borders.

“ By 2023, 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 ”

The Board chose 3 strategic priorities which will help drive progress towards its vision.

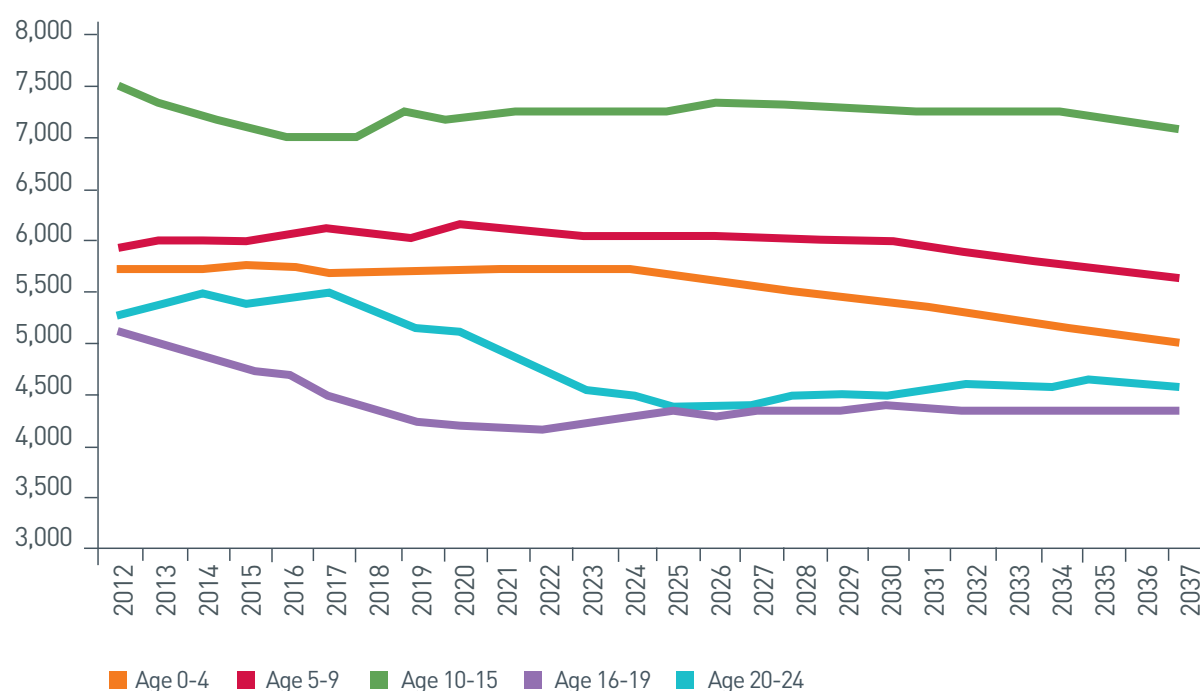
1. Grow our economy and maximise the impact from the low carbon agenda
2. Reduce inequalities
3. Reform future services

All 3 strategic priorities are applicable to the Children and Young People's Plan but the theme of **reducing inequalities** is central to supporting our aim of improving the wellbeing of all our children, young people and families.

CHILDREN & YOUNG PEOPLE POPULATION

LOCALITY	AGE GROUPS					TOTAL AGE GROUP 0-24	TOTAL POPULATION (ALL AGES)
	0-4	5-9	10-15	16-19	20-24		
Berwickshire	961	1049	1264	845	948	5067	20657
Cheviot	941	931	1136	845	826	4679	19503
Eildon	1898	1900	2281	1677	1973	9729	35190
Teviot and Liddesdale	935	857	1088	739	897	4516	17965
Tweeddale	1086	1280	1463	892	827	5548	20715
Scottish Borders	5821	6017	7232	4998	5471	29539	114030

PROJECTED CHILDREN AND YOUNG PEOPLE POPULATION FOR THE SCOTTISH BORDERS 2012-2037



Source: NRS Scotland Population Projections 2012-2037

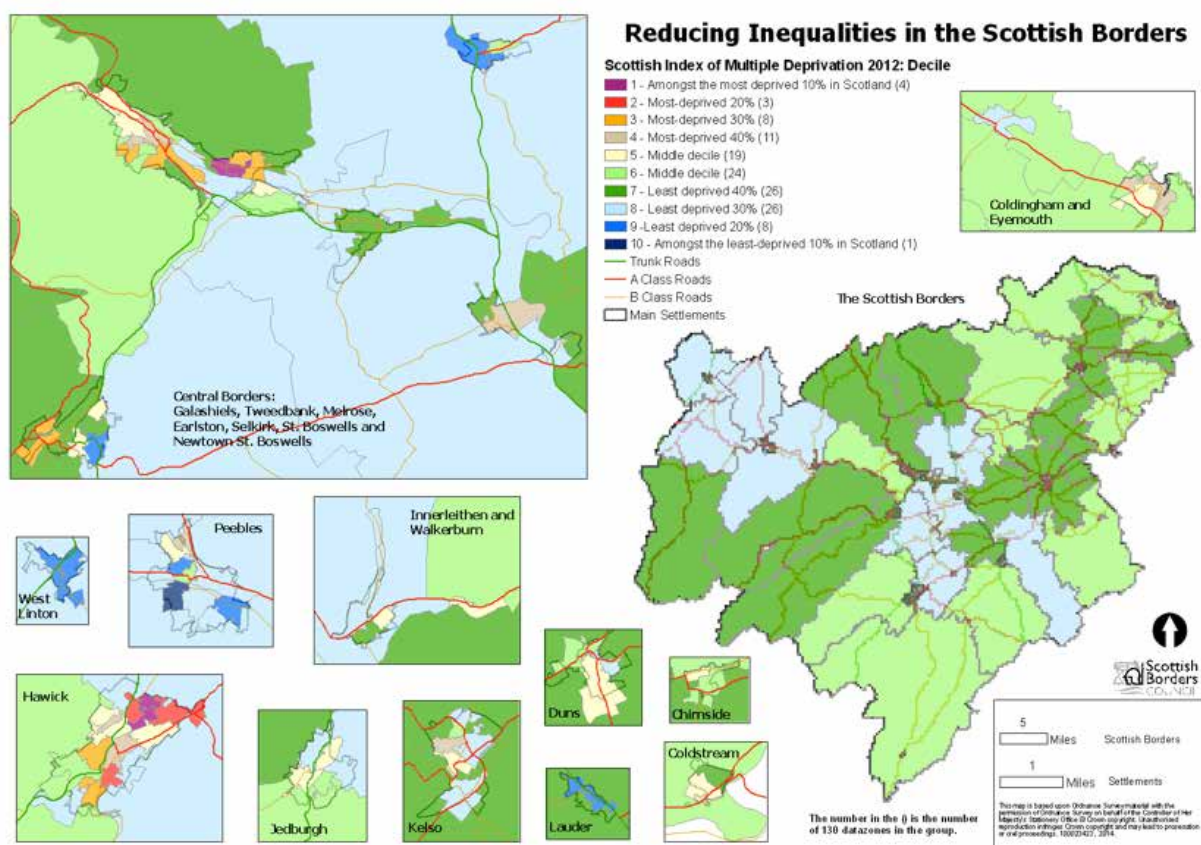
The number of young people under the age of 25 accounts for 24.4% of the Scottish Borders population. The latest projections from the National Records of Scotland (NRS) show that over the next 25 years, Scottish Borders will see no net change in population. This is due to decreased net migration and fewer births. The number of people aged under the age of 65 is expected to decrease. Working age population (16-64) is projected to decline by over 13,500 or 20%. The number of people aged 25 and under is expected to decrease by 9.8%.

INEQUALITIES IN THE SCOTTISH BORDERS

The Scottish Borders is a safe and healthy place to live when compared to other local authority and NHS Board areas. However, data indicates that there are a number of areas and key groups where significant inequalities exist and where there is a negative impact on children and young people.

The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying those places in Scotland suffering from deprivation. Of the 130 datazones¹ in the Scottish Borders, 5 are found in the 15% of the most deprived datazones in Scotland. These deprived datazones are in Galashiels and Hawick and account for 3.5% of the population of the Scottish Borders.

AREAS OF DEPRIVATION



Living in a deprived area impacts on the lives of children and young people in a variety of ways:

- Whilst rates of child poverty in the Scottish Borders are lower than Scotland as a whole (12.6% compared to 18.6% in Scotland), rates are as high as 41% in our most deprived areas
- Household incomes in Scottish Borders are well below the Scottish average
- Poor educational attainment and achievement are more pronounced in areas of deprivation
- Children and young people are more at risk of poorer health and wellbeing outcomes in areas with higher levels of deprivation.

¹ The SIMD ranks small areas (called datazones) from most deprived (ranked 1) to least deprived (ranked 6,505). People using the SIMD will often focus on the datazones below a certain rank, for example, the 5%, 10%, 15% or 20% most deprived datazones in Scotland.

The UK Government's Welfare Reforms are having an impact on levels of child poverty, particularly the changes to eligibility for child tax credits and working tax credits, and we need to be mindful of this in our planning for the future.

ATTAINMENT, ACHIEVEMENT AND INCLUSION

KEY FACTS

- The number of children and young people at school at the start of the school term in academic year 2015/2016 was 8188 in primary school and 6438 in secondary school
- In 2015, 94% of school leavers had a positive destination compared to 92% for Scotland
- Primary school and secondary school attendance is higher in the Scottish Borders compared to the Scottish average
- The overall positive trend in attendance is also reflected in our areas of highest deprivation
- There is a 4 year trend of improved attainment levels for children leaving the school system. More young people are attaining higher levels of qualification and more are being presented for formal qualifications. The range and breadth of qualification have also increased
- Scottish Borders identifies more pupils with Additional Support Needs (25%) than the national average (21%) (data sourced from Scottish Parliament Report, April 2015)
- Exclusions from school, both primary and secondary, have fallen significantly
- Achievement and participation levels are increasing with more young people gaining recognition for Duke of Edinburgh, Sports Leadership and Saltire Awards than ever before.

HEALTH

KEY FACTS

- The general health of children and young people across the Scottish Borders is good but there are some noticeable differences in a small number of deprived areas
- Uptake rates for immunisations at 24 months is 95% and for the first dose of MMR at 5 years is also 95%
- Smoking in pregnancy rates appear to be higher in the Scottish Borders than the Scottish average. Smoking rates tend to be closely associated with deprivation
- Breastfeeding rates in the Scottish Borders are higher than the average for Scotland. In 2013-14, 35.2% of babies were exclusively breastfed at 6-8 weeks compared to 26.5% for Scotland. Rates within the Scottish Borders are higher in the least deprived areas
- Over the decade to 2014, 75% of P1 children in Scottish Borders have been within a healthy weight range
- 80% of pregnant women register for ante-natal care by 12 weeks of pregnancy and this is consistent across areas of highest and lowest deprivation
- In 2013/14, 78.7% of P1 children showed no obvious signs of dental decay compared with 68.2% nationally
- In 2014/15, 92% of children offered a health and development review at 27-30 months had an assessment completed
- 16% of the children assessed at 27-30 months had at least one development concern. Speech, language and communication was the most common concern (12%)

SAFETY

KEY FACTS

- In 2013/14, 201 children were referred to the Scottish Children's Reporter, 1.05% compared with the Scottish average of 2.09%. The most common ground for referral was 'lack of parental care' and the most common age bracket for referrals was 12-15 years
- On 31st July 2014 there were 16 children in the Scottish Borders on the Child Protection Register. This is the lowest number over the last 7 years. This was lower (per 1000 population aged 0-15) than all our comparator local authorities
- Over the period July '14 – June '15, there was an average of 35 referrals per month concerning the safety of a child which were the subject of inter-agency discussion
- There was an average of 27 children on the Child Protection Register over the same time period. The most common reasons for being on the register were domestic abuse and emotional abuse.

WELLBEING AND LIFE CHANCES

KEY FACTS

- The most recent data for alcohol consumption in children and young people suggest that consumption is reducing in Scottish Borders and that there is no difference between Borders and Scotland
- In 2013, 16% of 15 year olds reported drug use in the previous year, an apparent increase on previous years. This rate is above the Scottish average although is similar to the rate for comparable local authority areas. 16% equates to 106 young people
- There has been a large drop in the proportion of pupils reporting smoking in recent years. In the 2013 SALSUS study, the proportion of S4 pupils in the Borders reporting regular smoking – 9% – is the lowest since the survey began
- Recent estimates indicate that there are in the region of 400 young carers in the Scottish Borders. An increasing number are being identified and supported
- In 2015 there were 227 children in the Scottish Borders affected by disability and or complex health needs requiring a high level of support in order to access education. A small number attend specialist provision outwith the Borders but the majority attend mainstream schools and / or support centres attached to mainstream schools
- The Scottish Borders has one of the lowest levels in Scotland of Looked After Children (0.8%) as a percentage of the child population (Age 0-17) in comparison to the National Figure (1.5%)
- There is an increasing trend of Looked After Children being cared for by a family member (32 in July 2012 and 48 in July 2015) and a decreasing trend of them being placed outwith the Scottish Borders area
- Looked After Children have improved inclusion within Primary and Secondary Schools and a higher number are going on to a positive destination.



DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

3. ACHIEVEMENTS 2012-15

The CYPLG is committed to recognising and celebrating good practice and we want to build on the progress made in implementing the previous plan as we move ahead with our ambitions for 2015 – 18. The previous plan focused on a series of priority themes. The section below highlights key achievements that the Leadership Group has recognised under each of these themes.

GETTING IT RIGHT FOR EVERY CHILD

We have developed a robust set of tools and processes that underpin our work with individual children and their families. These include:

- Multi-agency guidance to ensure a consistent approach to assessment, planning and reviewing outcomes for individual children across our agencies and to facilitate information-sharing, supported by multi-agency training
- The introduction of the Wellbeing Web tool to obtain the views of children and parents/carers and contribute to the measurement of progress for a child
- Social Workers, Police Locality Integration Officers, Community Mental Health Workers and Family Support Workers meet regularly in Locality Business Meetings to share information and plan intervention with children, young people and families where there are emerging concerns.

PROMOTING CHILDREN'S RIGHTS

We have created a range of opportunities for young people to have their voice heard.

Examples include:

- Scottish Borders Council's Community, Learning and Development (CLD) Service delivers Youth Voice and Youth Chex which supports children and young people across Scottish Borders to influence decision-makers and shape services
- Work in schools towards the Rights Respecting Schools awards
- The achievement of meeting the European Association Hospital Charter status by the Children's Ward at Borders General Hospital
- Working with our partners to recognize volunteering and achievements by children and young people
- Supporting the Scottish Borders three MSYPs (Members of the Scottish Youth Parliament) who represent the constituent views of young people.

KEEPING CHILDREN SAFE

We have taken a variety of steps to keep children safe:

- In response to a finding from the “Joint Inspection of Services to Protect Children and Young People in 2011, a new health needs assessment process, using the GIRFEC wellbeing indicators was tested and rolled out for children on the Child Protection Register
- Following the launch of the national Risk Framework, a briefing pack was developed by an inter-agency group which was then disseminated through professional teams
- The views of parents who have been involved in the child protection process have been gathered through an objective external body on behalf of local partners
- An innovative set of integrated services have been established to provide support for children and young people affected by domestic abuse. We have also improved information sharing and care planning by introducing Multi Agency Risk Assessment Conferences to protect high risk victims of domestic abuse
- Following a review of drug and alcohol services, a new family oriented service was commissioned to support children and young people affected by the drug and/or alcohol use of their parents, carers, children and young people with their own substance use concerns and parents who need to address the impact of their own use on their family
- An established Partnership model of youth work delivery ensures local youth clubs are available in all of our major settlements.

EARLY YEARS

There have been significant development:

- Significant progress has been made to introduce our locality model for integrated service delivery through the Early Years Centres in four targeted areas and a wider hub and spoke approach elsewhere
- Early Years Improvement Networks continue to develop in each locality with good – and growing – multiagency support
- We have developed new ways of working to address the Key Change themes from the National Early Years Collaborative and are increasingly adopting the Plan, Do, Study, Act (PDSA) improvement methodology to facilitate change.

LOOKED AFTER AND ACCOMMODATED CHILDREN

Achievements for our looked after and accommodated children include:

- Free access to opportunities through the Borders Sport and Leisure Trust has been expanded to include those in kinship care, kinship carers and care leavers
- Multi-agency training focusing on meeting the needs of Looked after Children (“We Can and Must Do Better”) has been offered to a range of staff including newly qualified teachers, LAC Co-ordinators and Additional Needs Assistants as well as Foster Carers, Police Officers and Educational Psychologists
- Regular Corporate Parenting Seminars have been held to highlight the needs of looked after children and the role that we all have to play in ensuring that we provide the best possible support for these children
- A new Health Needs Assessment process has been introduced for Looked After Children.
- There has been a 33% increase in the number of foster carers from 2011 to 2015 (48 in July 2012 and 64 in July 2015)
- Our fostering and residential services have achieved improving grades in recent care inspections.

PARENTING

We have supported parents in the following way:

- A new multi-agency Parenting Framework was agreed in 2014, as the basis for ensuring a consistent approach to the provision of parenting programmes
- We have successfully introduced the Psychology of Parenting in Scottish Borders, using a multiagency delivery team
- The new Early Years Centres offer a wide range of parenting supports, programmes, family activities as well as more informal opportunities, with a range of services working together from statutory to third sector.

IMPROVED ATTAINMENT AND ACHIEVEMENT FOR ALL CHILDREN AND YOUNG PEOPLE

There has been improvement in a wide range of areas:

- 19 schools participated in the Raising Attainment for All(RAFA) national programme focused on 'Closing the Gap' in attainment, achievement and Inclusion in 2014-15. This resulted in significant individual pupil progress for approximately 300 children. All participating schools continue to use the PDSA improvement methodology and have targets set for children living in deciles 1 and 2 in the national SIMD profile
- There is a 4 year trend of improved attainment levels for children leaving our school system. More young people are attaining higher levels of qualifications and more young people are being presented for formal qualifications. The range and breadth of qualifications have also increased with the implementation of Curriculum for Excellence
- During the implementation of Curriculum for Excellence, schools have improved the quality of their curriculum to ensure that there are greater opportunities for children and young people to experience skills for learning, life and work. As a result, our positive and sustained destinations are in the top quartile nationally and demonstrate a significantly improving picture
- Our exclusion rates have reduced dramatically and attendance has improved. Schools are developing more inclusive cultures and climate supported by structures and systems which build capacity to be more responsive to the needs of our most vulnerable learners
- Our systems for our most vulnerable learners have improved. The Additional Needs Multi-agency Team (ANMaT) meets fortnightly and undertakes a quality assurance role in relation to the requirements of the Additional Support for Learning Act and wider issues with regard to children with additional support needs. Over the last 3 years, the group has tightened up the multi-agency Co-ordinated Support Planning process, provided detailed guidance packs for professional staff and promoted improved approaches for ensuring the views of children and parents are fully embedded in planning and decision-making
- Our partnership working to reduce inequalities has improved through the introduction of Learning Community Partnerships. These involve Public and Third Sector organisations in the joint analysis of local need and collaborative planning of programmes of work.

PARENTAL INVOLVEMENT

The voices of parents and carers have been heard in a number of ways:

- The views of parents and carers have been central to the design and implementation of the Early Years Centres
- A range of training has been developed to support Parent Councils to facilitate effective working with their school
- The Parent Council Chairs Forum has regular engagement sessions with senior management regarding process and policy.

IMPROVED HEALTH AND WELLBEING FOR CHILDREN AND YOUNG PEOPLE

Health and wellbeing has been a priority:

- A school and community-based Fit4Fun Programme on healthy eating and active living has been delivered to meet identified needs
- A mental health education pack has been developed to provide social and emotional health input in school, with accompanying training for pastoral staff in schools
- Community Mental Health Workers in the Locality Teams provide support to young people with emerging emotional and mental health issues
- Midwives in the multi-agency Early Years Assessment Team provide a range of support on healthy lifestyles for pregnant women
- A tobacco prevention programme has been rolled out in partnership with Community Learning and Development with active engagement with young people
- 7,911 children and young people (54% of the Borders P1-S6 population) took part in at least one extra-curricular physical activity programme in the last year.

TRANSITIONS 16+

We are clear that the transition to adult services should be seamless:

- We have established an Activity Agreements programme to successfully support some of our most vulnerable young people into further education
- The Child and Adolescent Mental Health Service now provides support to young people up to the age of 18
- Improvements have been made to the Vulnerable Young Person Protocol and this is now included in the Child Protection Procedures in order to ensure ease of access for staff.
- Improvements in multi-agency working are supporting more vulnerable young people into positive and sustained destinations through, 16+ Modern Apprenticeship and Developing the Young Workforce
- Dedicated resources are now in each High School to deliver our senior phase strategy. This will support positive destinations for the furthest from the labour market, create local employer partnerships agreements and establish new standards for work based learning
- A strategic partnership structure is now in place to work on Piloting foundation apprenticeships and Build on the success of our School College Academy to reward increase learner pathways in the senior phase.

WORKFORCE PLANNING AND DEVELOPMENT

Our workforce should have the right skills:

- Multi-agency training and awareness raising sessions have taken place in preparation for full implementation of the GIRFEC statutory requirements in 2016. This has included briefings, training sessions, e-learning packages and newsletters for practitioners
- The Child Protection Committee has continued to provide a range of multi-agency and single agency training and awareness raising events. New programmes on Child Sexual Exploitation have included tailor-made sessions for taxi drivers, 6th year pupils, ambulance drivers and staff from Housing providers
- We have continued to develop and deliver multi-agency training on a wide range of topics such as domestic violence, substance misuse, suicide prevention and self-harm, and child nutrition.
- Multi-agency training in the Solihull approach continues to prepare our early years practitioners to support children and their families.

DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

4. VISION AND PRIORITIES

This plan sets out our vision and the five key priorities for the next 3 years and beyond, establishing the foundation and direction for future plans.

OUR VISION



In pursuit of our vision, we will strive to improve the wellbeing and life chances of all our children, young people and families through the provision of high quality, integrated services. We are committed to ensuring that all our children and young people living in the Scottish Borders have a good childhood and are prepared for adulthood. This requires a strong focus on early intervention and prevention, building resilience and supporting children, young people and families to develop the skills and capabilities that enable them to navigate the challenges of modern life.

Our planning is underpinned by a set of principles in respect to how we intend to deliver services:

- Focusing on early intervention and prevention; ensuring we target families early enough
- Ensuring that children and families' needs are at the centre of service design and delivery
- Ensuring reducing inequalities is a priority across all services but that we get an appropriate balance between resourcing targeted and universal services
- Improving integrated working and focusing on combined resources
- Working with and empowering communities
- Improving outcomes for every child and their families highest achievers.

Children and young people can expect that:

we will provide them with high quality services to help give them the best possible start in life and support them to succeed as they develop into adulthood. For those children and young people who face specific challenges in their lives, we will provide targeted support. We will respect the rights of children and young people and listen to their voices.

For families this means that:

we will work in partnership with parents and carers because we believe that they know their children best and our services will be more effective if we listen to their views and include them in decisions that affect their children. Children and young people are at the centre of what we do and we will aim to get the right targeted support for parents at the earliest possible opportunity in order to provide their children with a safe and nurturing upbringing.

For everyone providing services for children and young people, this means that; we recognise and value the knowledge, skills and commitment of our workforce. We will listen to the views of our workforce and will equip them with the development opportunities and tools to support the delivery of high quality services. We will work with our partners to support them in achieving joint goals.

For communities in the Scottish Borders, this means that:

it's everyone's business to look out for our children and young people and make them feel included and valued within their communities. We want to work with communities towards these aims.

For the Community Planning Partnership, this means that:

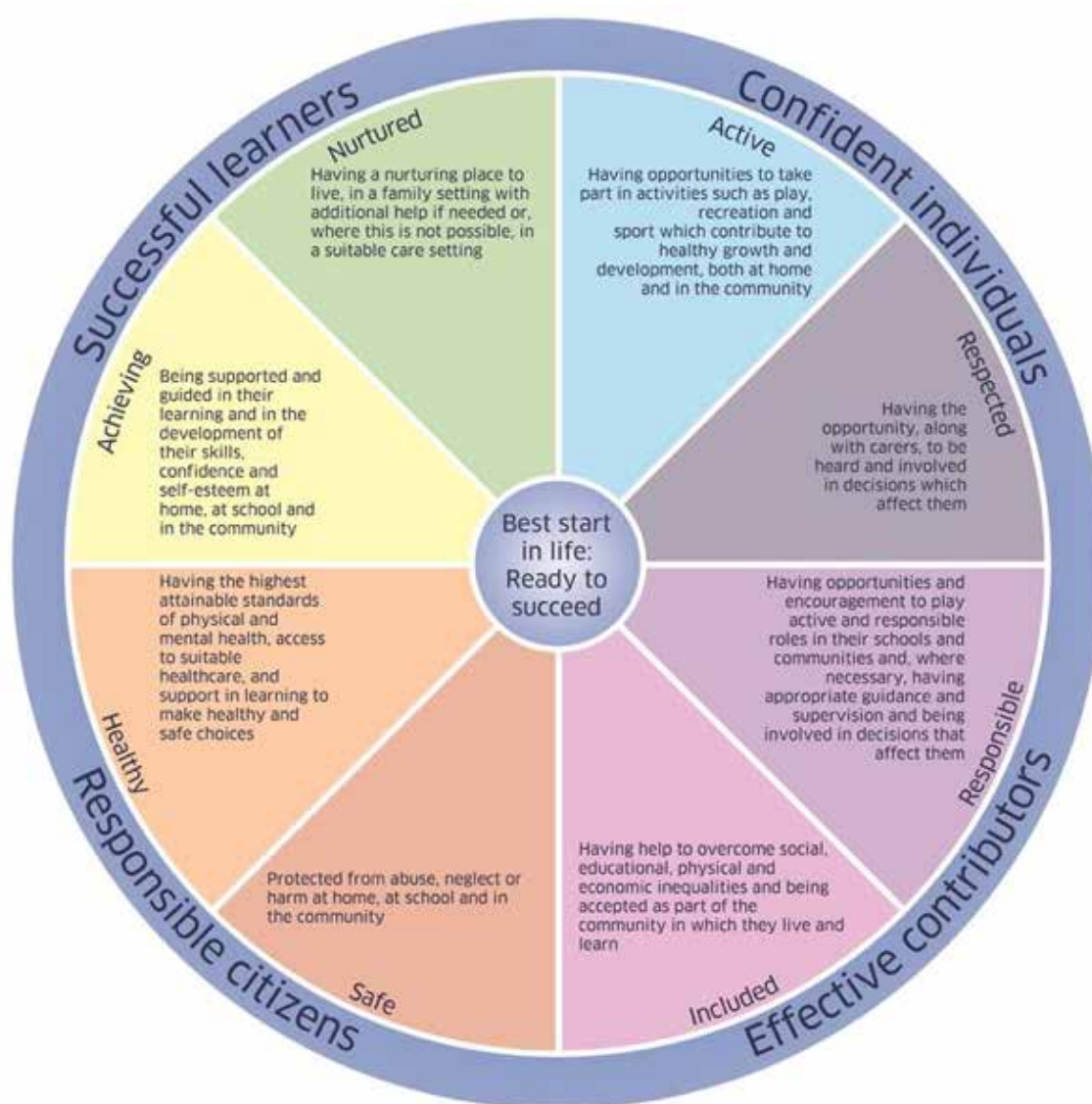
we need their ongoing support to ensure the delivery of this Plan and a commitment to keeping the needs of children, young people and their families at the centre of strategic planning in the Scottish Borders.

WELLBEING OUTCOMES

‘Getting It Right For Every Child’ (GIRFEC) is the multi-agency approach we have now used for a number of years to underpin our work with children, young people and families.

The national definition of **wellbeing**, now embedded in legislation, creates a common language across agencies and with children, young people and their families. This is summarised in the Wellbeing Wheel in figure 2 below. Every child and young person has the right to expect appropriate support from adults to allow them to develop as fully as possible across each of the wellbeing indicators and all agencies providing services which impact on children and young people must play their part in making sure that this happens.

FIGURE 2
WELLBEING WHEEL



The 8 wellbeing indicators as described in the above diagram underpin the **5 key priorities** we have chosen to focus on during the lifespan of this Plan.

Our 5 Key Priorities:

1. Raising attainment and achievement for all and closing the gap between the lowest and highest achievers
2. Promoting the health and wellbeing of all children and young people and reducing health inequalities
3. Keeping children and young people safe
4. Improving the wellbeing and life chances for our most vulnerable children and young people
5. Increasing participation and engagement .

The diagram below demonstrates the links between the strategic priorities of the Community Planning Partnership, our key priorities and how we aim to translate these into improved outcomes for children and young people.

OUR GOLDEN THREAD



DRAFT INTEGRATED CHILDREN AND YOUNG PEOPLES PLAN 2015-2018

5. STRATEGIC OUTCOMES AND HIGH LEVEL ACTIONS

This section outlines the strategic outcomes that we aim to achieve over the lifetime of this Plan and the high level actions that are planned in order to support our ambitions for our children and young people.

PRIORITY 1

Raising attainment and achievement for all and closing the gap between the lowest and highest achievers

OUTCOME

Inequalities in educational outcomes and attainment between the most and the least deprived children across the Borders are reduced.

More children and young people are equipped with the knowledge and skills to proceed to adult working life.

A number of disadvantaged children in the Scottish Borders grow up without the skills needed to thrive in the long term and it is vital we do more to “close the gap” and provide all our young people with the best possible life chances as they leave school and move into the world of work or further study. We have begun to address these challenging issues and inequalities through the Raising Attainment for All (RAFA) and Early Years Collaborative activities and there is evidence that the lives of individual children and their families have changed for the better through such actions.

HIGH LEVEL ACTIONS FOR 2015-18

- Ensure that every young person leaving school in the Scottish Borders will have the offer of a job, training or further education opportunity (Implement “Developing the Young Workforce”)
- Further develop Curriculum for Excellence in all our schools
- Provide more creative and positive local opportunities for training and employment for young people
- Implement the Community Learning and Development Strategy and strengthen CLD Learning Community Partnerships
- Increase parental involvement in all aspects of children’s learning, including family learning opportunities
- Implement the Senior Phase strategy
- Implement the Corporate Parenting Strategy
- Strengthen Early Year’s Partnerships within localities
- Implement the Early Years Strategy
- Implement Inclusion for All
- Ensure all our staff experience high quality professional learning and training tailored to their individual and the service needs
- Increase the number of schools involved in the RAFA programme (from 19 to 29 in 2015-16 session)
- Work with the third sector to build skills through volunteering, enhancing the self confidence and life chances of young people.

PRIORITY 2

Improving Health and Reducing Health Inequalities

OUTCOME

Inequalities in the health and wellbeing of young people are reduced

Health inequalities are unfair differences in health across different social groups and between different groups of the population. These inequalities are not random or inevitable and can be addressed through partnership commitment, using evidence based approaches.

Starting well is singularly important as the first 3 years of a child's life strongly influence health and wellbeing in childhood and adulthood. Circumstances and experiences in these early years can impact on risks of long term ill health associated with obesity, conditions such as heart disease, substance misuse and poor mental health.

HIGH LEVEL ACTIONS FOR 2015-18

- Continue to develop the locality model of integrated service delivery to support families in the Early Years, using early intervention and preventive approaches
- Improve universal programmes and approaches to promote health and wellbeing to ensure they meet the needs of those at risk of poorer health outcomes
- Provide targeted support and interventions for families who are more likely to experience poor health outcomes
- Work proactively with Community Planning Partners to maximise income and resources for households with children and to promote access to employment opportunities
- Promote emotional health and wellbeing for children and young people and improve access to timely help and support when required.



PRIORITY 3

Keeping children and young people safe

OUTCOME

More children and young people will be protected from abuse, harm or neglect and will be living in a supportive environment, feeling secure and cared for.

The strategic overview of the inter-agency approach to keeping children and young people safe is undertaken by the Scottish Borders Child Protection Committee. The work undertaken is multi-faceted and includes the following; ensuring that the Child Protection procedures are regularly reviewed and updated, providing training and awareness-raising programmes to a range of staff who directly or indirectly have a role in keeping children and young people safe, rigorously monitoring and evaluating child protection services and ensuring that areas for improvement are addressed; and ensuring that the views of children, young people and parents about our services are listened to and, where appropriate, acted upon as part of our improvement planning.

However, responsibility for keeping children and young people safe does not just lie with the Child Protection Committee, the Child Protection Unit or Social Work. For all staff who work with children and young people, this is a fundamental part of their role. The protection of children is also the responsibility of all members of the public. The GIRFEC approach, enables our staff to be better able to identify risk at an earlier stage and to intervene appropriately and proportionately.

HIGH LEVEL ACTIONS FOR 2015-18

- Ensure staff are supported to develop and maintain the skills, knowledge and confidence to deliver high quality and effective child protection services
- All partners to continue to develop and deliver relevant and appropriate training
- Provide staff with awareness of Child Sexual Exploitation (CSE) to help them identify young people at risk of this form of sexual abuse
- Ensure child protection procedures are regularly reviewed and updated
- Promote the "Management of the Unseen Child Policy" and the "Bruising in non-mobile infant" policy
- Identify and support young people at risk of self-harm
- Evaluate the second year of the Multi-agency risk assessment conferences (MARACs) which were introduced in 2014
- Develop and Implement a digital safety strategy for young people across the Borders
- Help support safe and trusting environments in the youth work and voluntary sector outside school life.

PRIORITY 4

Improving the wellbeing and life chances for our most vulnerable children and young people

OUTCOME

The life chances of the most vulnerable children in the Borders are improved

In addition to focussing our attention on those children and young people in our more deprived communities, we are also committed to improving outcomes for particular groups whose circumstances places them at significant disadvantage unless specific arrangements and services are put in place for them. Examples are looked after children, children with disabilities or complex needs, young carers, young people who have offended and children with drug/alcohol problems or who are affected by parental substance misuse, domestic violence and parental mental health difficulties.

In recognition of the particular needs of these children and young people, we have specific strategies in place such as the Corporate Parenting Strategy (Looked After Children), Young Carers Strategy and Drug & Alcohol Strategy. This ensures that the particular needs of these children and young people have a consistently high profile with senior officers and arrangements and services for addressing their particular needs are subject to on-going review and revision in our drive to improve outcomes.

HIGH LEVEL ACTIONS FOR 2015-18

- Complete the roll-out of the key components of the GIRFEC approach, most notably the introduction of the Named Person Service
- Improve outcomes for Looked After Children through the implementation of the Corporate Parenting Strategy and Action Plan
- Complete implementation of the Whole Systems Approach to youth offending, including the provision of support to young offenders aged 16 and 17
- Implement the Young Carers Strategy
- Implement the elements of the Drug & Alcohol Strategy relevant to children and young people
- Ensure sustainability of support services for families experiencing Domestic Abuse.

PRIORITY 5

Increasing participation and engagement

OUTCOME

All of children and Young People will be encouraged to be involved in the planning, provision and delivery of services and their rights are proactively considered

To make the necessary changes to our services, it is vital that the voices of our service users are at the heart of everything we do and the Leadership Group will ensure these views influence service development and design. In the Scottish Borders we have consulted with children, young people and their families regarding the services we provide, but we want to build on this and enable service users to work in partnership with us to help shape our services and how they are delivered.

If we are to recognise and understand the needs of children and young people, particularly those facing a range of challenges, then we need to know what these are; and this will require effective dialogue. Through utilisation of the GIRFEC approach, we will listen to children and young people and ensure they are included as key stakeholders within service delivery and their views are valued. Partners need to reinforce the positive contribution that young people can and should make to their local communities and to the wider society in which they live.

HIGH LEVEL ACTIONS FOR 2015-18

- Develop a Child Rights Strategy to support the UNCRC principles and embed them across all services
- Develop an engagement strategy for Children and Young People's services in the Borders targeted at all age ranges and groups of children and young people
- Ensure service user feedback is collected across all relevant services and as far as possible feedback is sought from the child, in addition to the whole family. Feedback and information on how it is shaping service development should be reported on appropriately.
- Increase the number of opportunities for vulnerable children and young people volunteering, working with the third sector to increase the informal and out of school learning of young people.
- Complete the implementation of Self Directed Support (SDS) for all vulnerable children and their families.

DRAFT INTEGRATED CHILDREN AND YOUNG PEOPLES PLAN 2015-2018

6. WORKFORCE PLANNING

The organisations providing support to children, young people and families have a highly experienced, committed and caring workforce who provide a variety of services across the Scottish Borders. As a Leadership Group, we value the workforce and we will continue to invest and support staff at all levels through training, information sharing and briefing to increase skill levels and knowledge and support delivery of our priorities.

Over the last 3 years, we have developed high quality examples of multi agency training programmes and opportunities in areas such as child protection, Early Years, GIRFEC and children affected by parental substance misuse. We will continue to develop programmes where appropriate to enhance capability and ensure that we have a flexible workforce who can meet changing needs.

As decision makers, we will continue to invest and participate in national training programmes and initiatives such as the Psychology of Parenting programme and the Early Years Collaborative and our multi agency approach will maximise attendance, commitment and learning.

We will develop a joint workforce strategy to include the deployment of resources. We will also ensure our workforce, training, skills and experience support multi-disciplinary and joint working.



DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

7. RESOURCING AND COMMISSIONING

We want to ensure that the best possible services are provided for children and young people. We will prioritise resources towards early years and early intervention whenever possible and we commit to working together to develop further opportunities to align our budgets in order to deliver improved outcomes for our children and young people.

To complement our universal services and provide additional support, a range of targeted services for children and young people are commissioned and delivered through statutory and voluntary services. We commit to undertaking a review of all commissioned services across the partnership to ensure that there is a collaborative approach to future commissions and there is a strong focus on delivering new priorities. We will identify the most appropriate models of delivering targeted services which will make best use of statutory, independent and third sector provision. We will also explore alternative and additional sources of funding to commission services.

We will continue to develop partnership models of service delivery to ensure the best use of resources, knowledge and expertise is utilised in meeting the needs of our children and young people.

We will develop a shared set of commissioning standards and guidelines.

8. ENSURING DELIVERY OF THE PLAN

The CYPLG will strive to ensure that the needs of children and young people are embedded across the CPP. To this end, the Group will take actions to increase awareness and understanding of young people's needs and raise the profile of services available, so that partners are able to consider these needs in their service planning.

Children and young people's services require a strong evidence base to inform the planning and delivery of services. The CYPLG will therefore develop a performance framework to support implementation and to ensure that effective use is made of data to drive improvement. Our new performance framework and dashboard of key performance indicators will enable us to make shared use of available data and address gaps. This will also allow us to demonstrate that our actions are improving outcomes for children and young people. In addition, the CYPLG is developing a consistent framework to promote and support self evaluation across all relevant services.

DRAFT INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015-2018

9. ENGAGEMENT AND CONSULTATION

As partners we recognise the need to put into place more systematic and inclusive engagement and consultation processes with our children and young people across the Borders. Throughout this planning period the CYPLG and relevant services will evidence the steps we take to consider the views of children, young people, families and staff and evidence how these views have been used to better inform future service delivery and our approach to planning.

Early feedback on this plan will be taken through a series of events such as:

- Meetings with primary and secondary age children and young people
- Sessions with parents of children with additional support needs
- Engagement from third sector who work directly with disadvantaged and disengaged individuals
- Working with our SBCs' corporate communications team to maximise the use of online engagement, surveys and social media
- Workshops and drop in events
- Utilising partners and the third sector
- Formal consultation process
- Wide engagement with the public in a range of venues and contexts
- Youth voice

The final plan will reflect the outcome of these consultation processes and a full separate report on the Consultation Process will be made available.



CONSULTATION QUESTIONS

QUESTION 1: Do we have the right priorities?

Please provide details of any areas we also need to consider.

YES

NO

QUESTION 2: Do you agree with the aims and outcomes set out in the plan?

YES

NO

QUESTION 3: Do you think that the plan will help us deliver our vision that all children and young people achieve their unique potential?

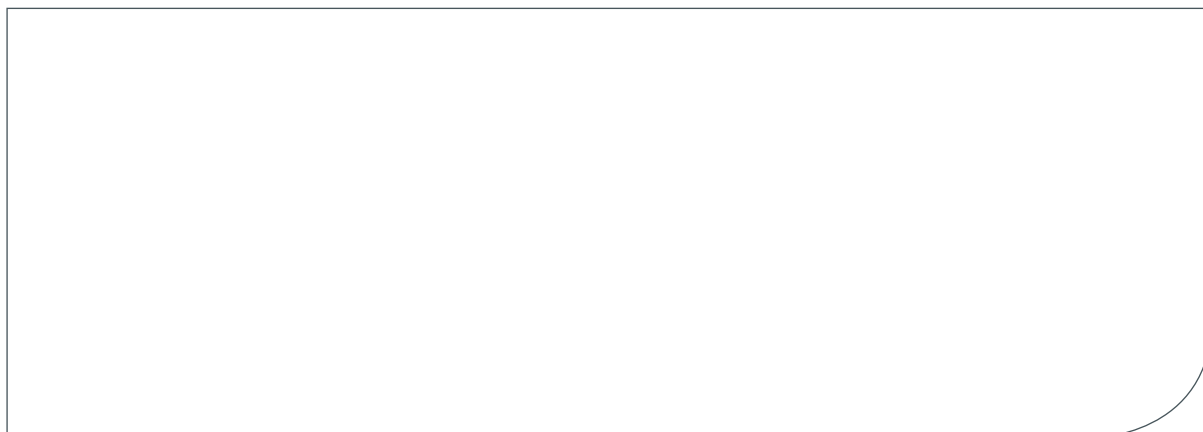
YES

NO

QUESTION 4: Is the plan easy to understand?

YES

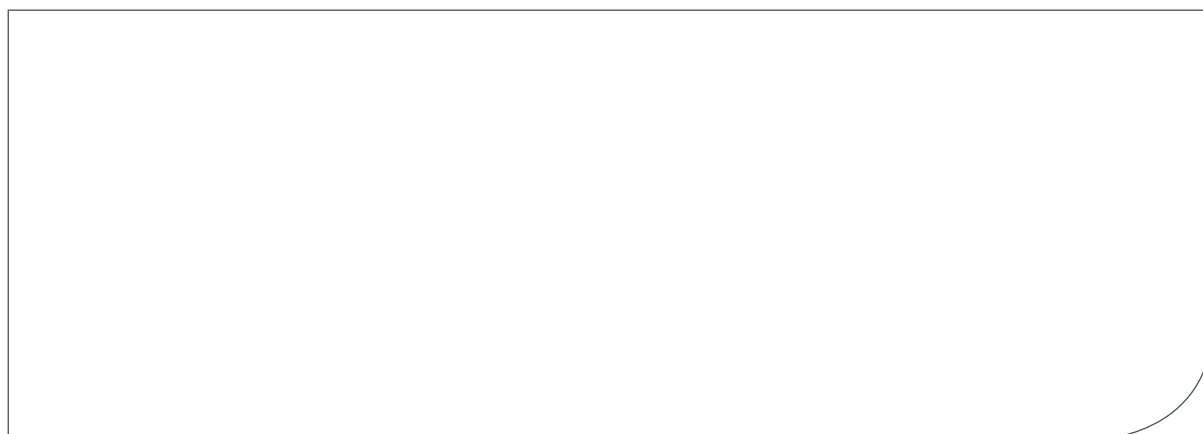
NO



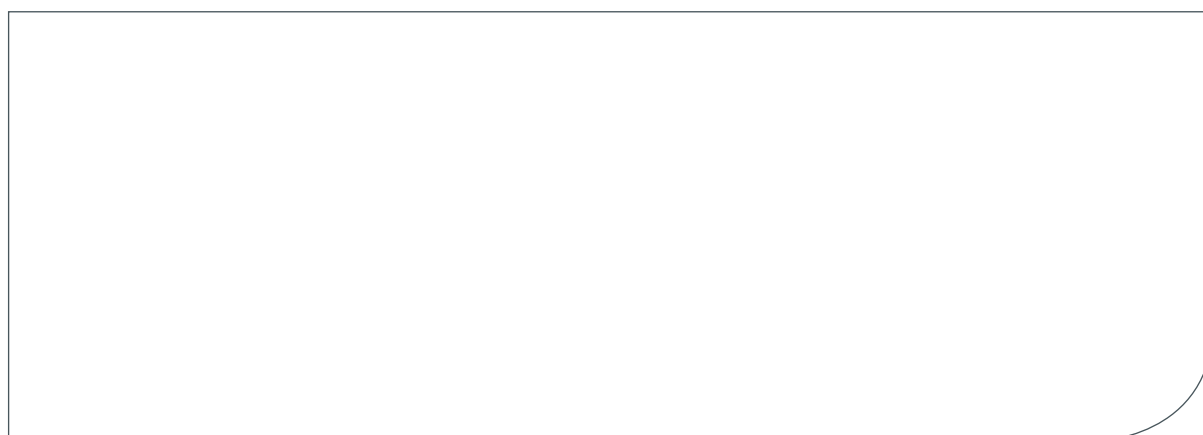
QUESTION 5: Is it clear around what it hopes to achieve for children and young people?

YES

NO



QUESTION 6: To be able to deliver on the priorities we have set out in the plan, what areas do you think we should focus on in the next 3 years?



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Social Work
Scottish Borders Council
Newtown St Boswells
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TD6 0SA

APPENDIX 1

GLOSSARY

ADP	Alcohol and Drugs Partnership
A&E	Accident and Emergency
CHS	Children's Hearings Scotland
CLD	Community Learning and Development
COSLA	Convention of Scottish Local Authorities
CPP	Scottish Borders Community Planning Partnership's
CRWIA	Child Rights and Wellbeing Impact Assessment
CYPLG	Children & Young People's Leadership Group
EEI	Early and Effective Intervention
EQIA	Equality Impact Assessment
GES	Government Economic Strategy
GIRFEC	Getting It Right for Every Child
ICYPP	The Integrated Children & Young People's Plan
LA	Local Authority
LAC	Looked After Children
LGBF	Local Government Benchmarking Framework
MARACs	Multi-agency risk assessment conferences (MARACs)
NHS	National Health Service
NRS	National Records of Scotland
PDSA	Plan, Do, Study, Act
PRS	Children's Reporter via pre-referral screening
RAFA	Raising Attainment for All
SBC	Scottish Borders Council
SCQF	Scottish Credit and Qualifications Framework
SCRA	Scottish Children's Reporter Administration
SG	Scottish Government
SIMD	Scottish Index of Multiple Deprivation
WSA	Whole Systems Approach
UNCRC	United Nations Convention on the Rights of the Child

APPENDIX 2

LOCAL STRATEGIES& PLANS

Alcohol and Drug Strategy 2015–20
Borders Alcohol and Drugs Partnership (ADP) Delivery Plan 2015-2018
NHS Borders CEL 16 Plan 2014-15 (Health of Looked after Children)
Children and Young People Business Plan 2015/16 – 2017/18
Child Protection Business Plan 2014-2015
Children & Young People's Strategic Planning and Commissioning
Children and Young People's Health Strategy for the Scottish Borders 2013 – 2018
Children and Young People's Service Plan 2012-2015 (CYPPP)
Commissioning Annual Report 2014-2015 (Children and Young People's Leadership Group)
Community Learning and Development BUSINESS PLAN 2014/15 – 2016/17
Community Learning and Development Strategic Plan 2015-2018
Corporate Parenting Strategy 2014 – 2018
Early Year Strategy 2012-2015
Economic Strategy 2013-2023
Employment Support Strategy
Framework for Positive Destinations
Scottish Borders GIRFEC Implementation Plan (PIEG)
Involved: The Participation of Children & Young People in the Scottish Borders 2012–2015
Homelessness Services Delivery Plan 2012-2016
Maternity Frameworks Action Plan
Multi-Agency Risk Assessment Conference (MARAC) Annual Report 2014/15
Physical Activity, Sport and Physical Education Strategy
Scottish Borders Parenting Strategy
Reducing Inequalities Strategy Draft 2015-2018
Senior Phase Strategy 2015
Tackling Poverty and Achieving Social Justice Strategy 2013-2018
Young Carers Strategy 2015-2018
Scottish Borders Suicide Prevention Action Plan 2014
Tobacco Control Action Plan 2015 (in draft)

PROCEDURES

Scottish Borders Child Protection Procedures
Information Sharing Guidance 2015
Parenting Framework (currently recommended Core of Programmes)
Supporting Children and Young People at Risk of Self Harm and Suicide-Scottish Borders Good Practice Guidance
NHS Borders Unseen Child Policy 2015

LEGISLATION

Children and Young People (Scotland) Act 2014
Additional Support for Learning Act 2004
Children's Hearings (Scotland) Act 2011
Children (Scotland) Act 1995
The ASL Act (2004) (amended 2009) and the Education Scotland (2000) Act
The Police and Fire Reform Act 2012
United Nations Convention on the Rights of the Child
Social Care (Self Directed Support) (Scotland) Act 2013

NATIONAL

16+ Learning Choices: Policy and Practice Framework: supporting all young people into positive and sustained destinations
A Guide to Youth Justice in Scotland: Policy, Practice and Legislation: Centre for Youth and Criminal Justice
A Refreshed Framework for Maternity Care in Scotland (2011)
Achieving Our Potential
Better relationships, better learning, better behaviour
Better Eating Better Learning COSLA / SG 2014
Breaking the link between disadvantage and low achievement in the early years
Building the Ambition: National Practice Guidance on Early Learning and Childcare Children and Young People (Scotland) Act 2014
Changing Lives (Scottish Executive 2006)
Child Poverty Strategy for Scotland - Our Approach 2014 – 2017
Closing the Attainment Gap in Scottish Education – Joseph Roundtree Foundation
Consultation on Pregnancy and Parenthood in Young People Strategy (currently out for consultation 2015)
Creating a Tobacco Free Generation (SG 2013)
Curriculum for Excellence
Early Years Framework
The Early Years: Good Health for Every Child (2011)
Early Years Collaborative
Early Years Taskforce Shared Vision and Priorities paper (March 2012)
Equally Well
Extraordinary Lives (SWIA 2006)
Framework for Risk Assessment, Management and Evaluation (FRAME) 2011 and Care and Risk Management appendix to FRAME 2014
Getting it Right for Every Child (Scottish Executive, 2007)
Getting Our Priorities Right (Scottish Executive 2013)
Good Mental Health for All (Health Scotland 2015)
GUS, Growing up in Scotland
Health Inequalities Framework and Action Plan
Health Inequalities Policy Review (2013)
Health Inequalities Policy Review for the Scottish Ministerial Task Force on Health Inequalities: Health Scotland 2013
Looked After Children: we can and must do better (Scottish Executive 2007)
Maternal and Infant Nutrition Framework for Action

More Choices, More Chances
National Action Plan to Tackle Child Sexual Exploitation
National CLD Strategic Guidance
National Guidance for Child Protection in Scotland 2014
National Parenting Strategy
Opportunities for All: Supporting all young people to participate in post-16 learning, training or work
Preventing Offending – Getting it Right for Children and Young People
Preventing offending by young people: A Framework for action progress 2008-2011 and next steps (from 2008)
Proposal for the development of guidance to support the GIRFEC provisions in the Children and Young People (Scotland) Act 2014
Raising Attainment for All (8 years to 18 years)
Scotland's Commissioner for Children and Young People: Poverty, educational attainment and achievement in Scotland: a critical review of the literature
Setting the Table Health Scotland 2014 (nutritional guidance and food standards in early years)
The Right of Every Child to Good Health: Health Scotland 2015
These are Our Bairns (Scottish Government, 2008)





You can get this document on audio CD, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

CHILDREN AND YOUNG PEOPLE

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CONSULTATION PLAN - INTEGRATED CHILDREN & YOUNG PEOPLES PLAN 2015 - 2018

Event	Date	Lead	Details	
Online Consultation				
Plan and feedback form available on SBC website & NHS Borders website	10/11/2015	S Yates	Consulation period to end 01/01/2016	
Links to plan and feedback questions available on other agency websites	10/11/2015	S Yates		
Press released issued to announce start of consultation period				
Reminders issued at appropriate intervals via social media	November & December	Comms Team		
Families and wider public				
E-mail regarding consultation period open on	10/11/2015	D Manson	this will follow on from the opening of the Centre	
Discussion at Parent Council Chairs Forum	08/12/2015	D Manson		
E-mail regarding consultation period open on school websites/ Facebook pages	November & December	Comms Team		
Distribute consultation document at parent evenings/concerts	November & December	D Manson		
Drop in consultation - Heart of Hawick	23/11/2015	Exec Group		
Drop in consultation - Burnfoot Early Years Centre	23/11/2015	Exec Group		
Drop in consultation - Galashiels Interchange	27/11/2015	Exec Group		
Drop in consultation - Duns Library	03/12/2015	Exec Group		
Link with fostering and accommodation awareness raising events	November & December	D Manson		
Children & Young People				
Lunch time events in all High Schools	November & December	P & E Officer		
Input at Youth Voice Group	November	P & E Officer		
Input at Youth Group	November/December	S Yates		
Publicise consultation via relevant Facebook	November/December	P & E Officer		
Third Sector				
E-mail out to third sector organisations regarding launch of consultation	10/11/2015	S Yates/C d Bolle		
Consultation at third sector workshop	17/11/2015	Exec Group		
Key Meetings				
CPP JDT & Strategic Board	13/11/2015 26/11/2015	J McDiarmid		
Children & Young People's Health Network	To be circulated virtually (meeting not till Feb 16)	M Brotherstone		
Children & Young People's Directorate Management Group	10/11/2015	D Manson		
Clinical Executive Strategy Group	TBC	M Brotherstone		
Third Sector Specialist Network	10/11/2015	C d Bolle		
NHS Borders GIRFEC Ops Group	09/11/2015	M Brotherstone		
PIEG	25/11/2015	M Brotherstone		
AHP Away Day	24/11/2015	M Brotherstone		
Family Nurse Partnership Ops Group	30/11/2015	M Brotherstone		
Primary & Community Joint Clinical Board	02/11/2015	M Brotherstone		
Staff				
E-mails out to all staff regarding consultation available on website	10/11/2015			
On agenda at all team meetings	November/December	CYPLG		
Discussions at service visits	November/December	Exec Group		
Elected Members & Non Executive Directors & Area Forums				
Awareness raising at Members workshop	03/11/2015	Exec Group		
Berwickshire Area Forum	03/12/2015	CYPLG		
Cheviot Area Forum	09/12/2015	CYPLG		
	virtually - meeting not until			
Eildon Area Forum		CYPLG		
Teviot Area Forum	17/11/2015 18/12/2015	CYPLG		
Tweeddale Area Forum	02/12/2015	CYPLG		

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