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SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD

MEETING

Date: 9 March 2017

Time: 2.00 p.m.

Location: Council Chamber, Scottish Borders Council, Council Headquarters,
Newtown St Boswells

**Members of
Board:**

Name	Organisation
Councillor Jim Brown (Chair)	Scottish Borders Council
Councillor Stuart Bell	Scottish Borders Council
Det. Superintendent Campbell	Police Scotland
LSO David Farries	Scottish Fire and Rescue Service
Mr Tony Jakimciw	Borders College
Mr Alastair McKinnon	Scottish Enterprise
Mr Simon Mountford	Registered Social Landlords representative (SBHA)
Mr John Raine	NHS Borders
Councillor Frances Renton	Scottish Borders Council
Dr Doreen Steele	NHS Borders
Mr Brian Sweeney	Third Sector representative

**Copies also
sent
electronically
for information
to:**

Name	Organisation
Councillor Michelle Ballantyne	Scottish Borders Council
Councillor Catriona Bhatia	Scottish Borders Council/H&SCI Joint Board
Mr Andy Bruce	Scottish Government
Mr Trevor Burrows	Eildon Housing
Mr Niall Corbet	Scottish Natural Heritage
Mr Peter Duncan	Live Borders
Councillor Gordon Edgar	SESTRAN
Mr Grant McDougall	Skills Development Scotland
Mr John Paton-Day	Community Council Network representative
Mrs Rita Stenhouse	Waverley Housing
TBC	Scottish Environment Protection Agency

AGENDA		
1.	Apologies	
2.	Minute of Meeting of Community Planning Strategic Board (Pages 1 - 6) - 24 November 2016 (Copy attached.)	Chair
3.	Action Tracker (Pages 7 – 8) (Copy attached.)	All
4.	Economy and Low Carbon Group:	Rob Dickson
	(a) Economic Performance and Performance Indicators - presentation	
	(b) Economic Strategy Action Plan (Pages 9 - 44) (Copy attached.)	
	(c) South of Scotland Vehicle (Copy to follow.)	
	(d) City Deal - presentation	
5.	Reducing Inequalities Group: Highlight report (Pages 45 - 50) (Copy attached.)	Jeanette McDiarmid
6.	Future Services Group: Highlight report (Pages 51 - 54) (Copy attached.)	Nile Istephan
7.	Development Session for Community Planning Strategic Board - update	All
8.	AOCB	

Note: Members are reminded that should they have a Declaration of Interest to make on an item of business, they should do so at the appropriate time.

Please direct any enquiries to Jenny Wilkinson
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SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD

MEETING

- Date:** 24 November 2016 from 2.00 to 4.05 p.m.
- Location:** Council Chamber, Scottish Borders Council, Council Headquarters, Newtown St Boswells
- Attendees:** Councillor Jim Brown (SBC) [Chair]
Councillor Stuart Bell (SBC)
LSO David Farries (Scottish Fire and Rescue Service)
Mrs Marjorie Hume (Third Sector)
Mr Tony Jakimciw (Borders College)
Mr Alastair McKinnon (Scottish Enterprise)
Councillor Simon Mountford (SBHA – RSL representative)
Superintendent Bryan Rodgers (Police Scotland)
Mr John Raine (NHS Borders)
Councillor Frances Renton (SBC)
Dr Doreen Steele (NHS Borders).
- Also in attendance:** Colin Banks (SBC), Rob Dickson (SBC), Jeanette McDiarmid (SBC), Tim Patterson (NHS/SBC), Shona Smith (SBC), Jenny Wilkinson (SBC).

MINUTE AND ACTION POINTS

- 1. Apologies**
None.
- 2. Minute of Meeting of Community Planning Strategic Board – 8 September 2016**
The Minute of the previous meeting of the Joint Delivery Team had been circulated.
APPROVED the Minute.
- 3. Action Tracker**
The Action Tracker had been circulated. With reference to the meeting held on 8 September 2016, members of the Board confirmed that they would ensure that - if required - the new governance arrangements for the Community Planning Partnership were approved within their own organisations.
Noted.
- 4. Reducing Inequalities: Developing Our Young Workforce**
4.1 Kevin McCall, SBC Education Lead Officer, gave a presentation on Developing the Young Workforce, a programme of positive destinations for school leavers which cut across schools, College, Skills Development Scotland, Job Centre Plus, etc. An explanation was given of the various pathways linked to the programme, which took account of new issues, policies and guidance to put in place a structure to make this happen for young people. Key highlights for

2016 included a grant for £450k in October 2016 to enhance industry leadership and capacity for engagement with partners and this had enabled work with a wide range of employers. In March 2016 there were 585 Modern Apprenticeships offered by 99 companies in the Borders and work with Registered Social Landlords had increased the range of these apprenticeships. Borders College had a formalised permanent post for dedicated time and an aligned timetable was in place with secondary schools, Borders College and the Schools Academy. Better use had been made of data to design vocational pathways over the next 10 years so different types of apprenticeships were coming in and were being explored.

- 4.2 The Schools and Pathways Group had developed a regional action plan which provided a whole range of opportunities within schools, although pupils were sometimes still being channelled through traditional routes. With regard to vulnerable groups activity, Stage 3 Employability Training had involved training for 66 young people, with work experience opportunities and transport funding support. Project SEARCH had involved 8 young people with learning disability or autism being given employability support in conjunction with Borders College and NHS Borders. Other support had been provided to looked after and accommodated children and the most vulnerable young people. In terms of outcomes, the system now produced live data about positive destinations. In October 2016, 95.8% of school leavers were in a positive destination. That still left 4% (about 60 young people) not accounted for within the system and the challenge was to find and support those young people.

- 4.3 Members of the Board discussed the issues facing young people in seeking work experience, including volunteering. Reference was made to the Inspire Awards, run by young people and overseen by the Third Sector, which recognised and rewarded young individuals or groups who have been outstandingly successful in a particular field or had overcome considerable obstacles to make a contribution to their local community. Jedburgh Grammar School had tracked Inspire as a portfolio and had registered every S1 pupil with the Scheme. Transport could be a challenge for young people but schools worked closely with transport planners and on timing of courses with Borders College to try to mitigate against the reality of the Borders being a rural area. With the focus on local employer contact and work experience, it was hoped transport would become less of an issue. The relevance and breadth of work experience opportunities was still an issue at times but these were steadily improving by matching pupils' needs and aspirations, fitting better to the individual, and also recording the learning experience better so there was evidence that skills had improved. It would be helpful if more work experience opportunities were available in the STEM sector (science, technology, engineering and mathematics), in particular digital technology and connectivity. Alastair McKinnon offered to provide details of 'Women into Construction' to assist with getting females into work areas traditionally dominated by males. Opportunities could also exist out-with the boundaries of the Borders but transport could be an issue for these. Specific work had been undertaken over the last year to support looked after and accommodated children; as an example of partnership working, the College had created a role whereby someone worked with individuals before and after college to provide advice and practical assistance which would usually come from parents. The Employment Support Service had brought in a Modern Apprenticeship scheme targeting looked after children, but there was more to be done.

Action:

Details of Women into Construction be provided to Kevin McCall to assist with getting females into work

Alastair McKinnon

areas traditionally dominated by males.

5. Reducing Inequalities: Equally Safe Strategy 2016 – 2021

This item was withdrawn.

6. Scottish Borders Community Justice Outcomes Improvement Plan 2017 – 2020

Jeanette McDiarmid, SBC Depute Chief Executive – People, explained that the Plan was a requirement under the Community Justice (Scotland) Act 2016 and had to be published by 31 March 2017. Scottish Government had provided a national strategy and guidance which was reflected in the Plan. The existing Community Justice Authority would cease on 31 March 2017 and Community Justice Scotland would take the Plan forward from 1 April 2017. Key facts and issues were detailed in the Plan along with outcome improvement actions. It was confirmed that the Third Sector supported this work, although not mentioned specifically as a partner. The Plan gave good opportunities for partnership working to help offenders, their families and communities to stop or reduce offending and avoid repeat offending. There was significant scope for partner organisations to make a contribution and identify how offenders could be rehabilitated. The College had offenders attending courses and there were protocols in place. Members of the Board queried a couple of figures in the Plan, which Jeanette McDiarmid undertook to check. Some concern was expressed that the Plan and consultation document may be too technical for members of the public to understand.

Action:

AGREED that the consultation on the Community Justice Outcomes Improvement Plan be issued and a report of the outcome be brought back to the Strategic Board in due course.

**Jeanette
McDiarmid**

7. Community Empowerment (Scotland) Act 2015 – Scottish Government Guidance and Timescales

Shona Smith, SBC Communities and Partnership Manager, advised the Board that the Community Planning part of the Community Empowerment legislation was due to come into force on 20 December 2016, with the Asset Transfer section coming into force on 23 January 2017. It was anticipated that final guidance would be issued by the Scottish Government shortly, with 'plain english' guidance coming out to communities and partners. A set of FAQs for both staff and public had been developed, along with an e-learning module and drop-in workshops. These resources were available for all partners to access.

Noted.

8. Community Empowerment (Scotland) Act 2015 – LOIP and Locality Plans

- 8.1 Jeanette McDiarmid, SBC Depute Chief Executive – People, advised of previous work that the Council had been undertaking in the Cheviot Area, which had included the Living Safely in the Home programme delivered with the Fire & Rescue Service to elderly people in their homes to prevent fires and falls. There were now draft economic development and locality property plans for Cheviot. Councillor Brown explained that by having a Locality Plan, communities could then be involved in prioritising actions for their own area. Colin Banks, SBC Lead Officer for Localities, gave a presentation on the Community Empowerment (Scotland) Act 2015 as it related to Community Planning, focussing in particular on the Local Outcomes Improvement Plan (LOIP) and the Locality Plans. These Plans were due to be published by 1 October 2017, with all needing to show a clear, evidence-based and robust strong understanding of

local needs, circumstances, and aspirations of their local communities. Details were given of the proposed structure and content for both the LOIP and the Locality Plans. The Board considered the proposed structure and content to be a good start but this needed to be translated for communities so that they were connected in from the start, as at the moment there was a big disconnect from the centre to Area Forums and Community Councils. Partners would contribute to Locality Plans with collaborative actions from existing plans and any plans which were being refreshed to reflect the CPP priorities. The intention was that these Plans would be concise, simple documents. However, it was vital that communities were involved in their development and that communities' own ambitions were reflected otherwise these Plans may not succeed.

- 8.2 Colin Banks then advised of one issue with the legislation which placed a maximum population figure of 30,000 on a locality, but Eildon area population was 35,000. Further consideration would be given to this but it was likely the Eildon Locality Plan would cover the whole area and not be split. The draft LOIP and Locality Plan templates along with the timelines would be considered at a development day for the CPP Joint Delivery Team being held in December. As part of consultation the aim was to use the Scottish Government's "Place Standard – How Good is Our Place?" which was a tool to help evaluate the quality of a place (14 aspects, such as housing & community, social interaction, work & local economy, etc.) as well as helping to identify priorities. Local community groups, the People's Panel, Community Councils, etc. would all be invited to participate, including using on-line surveys, and if there was enough response from communities then they would be included in the Plans and would be a strong baseline for the future. The value was about bringing communities together to allow them to take forward their own work. While it was recognised that the timelines were not ideal, there was also a need to be pragmatic about getting the first iteration of Plans published by the October 2017 deadline; many pieces of work were already within partners' plans so just needed to be brought together. IT and connectivity, health and social care, and transport were likely common issues across all localities. The Plans would be living documents and continually refreshed.

Action:

- (a) a copy of the slides be issued to members of the CP Strategic Board;**
- (b) any comments on the timelines for the development of the Plans be sent to Colin Banks.**

**Jenny
Wilkinson
All**

9. Update from Economy and Low Carbon Delivery Team

Rob Dickson, SBC Transformation and Corporate Services Director, presented the papers on the work of the Economy and Low Carbon Delivery Team. In particular, reference was made to the recent Scottish Government publication of the Phase 1 report for the Enterprise and Skills Review and the proposed new vehicle for South of Scotland. This was a huge opportunity for the CP Partnership to seize and to work together for the best outcome for the area. This was not about having a local enterprise company back again, but something new and different about innovation, skills, and enterprise, including social enterprise. Tony Jakimciw advised that Borders College and Dumfries & Galloway College Boards had recently held a meeting to work out their joint purpose so that they did not end up in competition. While the 2 Councils, Scottish Enterprise and the business sector worked together in the South of Scotland Alliance, this currently did not include the college sector and consideration should be given to widening out the stakeholder group or setting up a new group. In response to a question about the Chancellor's Autumn Budget Statement, it was confirmed that the potential increase in Council Tax

on higher end properties in Scotland and the difference in Stamp Duty rates between Scotland and England should not have any greater impact on the Borders than elsewhere in Scotland. It was further confirmed that the Borders railway performance recently reported in the media was not as bad as had been made out – at present punctuality was 89% within 5 minutes of the timetable, and the aim was 92%. This meant 9 trains out of 10 arrived within 5 minutes of timetable. The problem was to do with infrastructure and capacity and would have affected the previous franchise holder in much the same way as it was currently doing for Abellio. The Council Leader and Chief Executive had recently met with the Chair of Network Rail.

Noted.

10. Schedule and Format of Future Meetings

Board members discussed the format of future meetings of the Strategic Board to ensure the Board's work was focussed and engaged not only at Board meetings but also members were ensuring community planning was embedded within their own partner organisation. The key to community planning was that the public and communities bought in to it. Historically it was recognised that the Council had taken the lead on the work for community planning and this needed to change so that partners were far more involved in development work rather than at the end of the process for the decision. This should ensure that Locality Plans had partner input and that the Board was kept updated with the work of the Delivery Teams. A forward plan for agendas would be developed. Members were in agreement that a workshop be held for the Strategic Board sometime after Spring 2017.

Action:

- (a) Board agendas would reflect Board responsibilities All
i.e. the Local Outcomes Improvement Plan, the 5
Locality Plans, and work of the Delivery Teams;
and**
- (b) a workshop would be organised for the members All
of the CP Strategic Board.**

11. Community Planning – Current Issues

No issues were raised for discussion/consideration.

12. AOCB – Conference for Community Planning Consultative Group

It was suggested that work on the content for the proposed conference/workshop for the wider Community Planning Consultative Group in August 2017 be started early in 2017.

Action:

- | | |
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| Work on the content of the proposed conference/
workshop for the wider Community Planning
Consultative Group would begin in early 2017. | Shona
Smith/All |
|--|----------------------------|

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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

NO.	MINUTE PARAGRAPH NUMBER, TITLE AND DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
24 November 2016				
1.	Para 4.3 (Reducing Inequalities: Developing our Young Workforce) Action: Details of Women into Construction be provided to Kevin McCall to assist with getting females into work areas traditionally dominated by males.	Scottish Enterprise	Alastair McKinnon	Details passed on. 
2.	Para 6 (Scottish Borders Community Justice Outcomes Improvement Plan 2017 – 2020) Action: Agreed that the consultation on the Community Justice Outcomes Improvement Plan be issued and a report of the outcome be brought back to the Strategic Board in due course.	SBC	Jeanette McDiarmid	Not yet due.
3.	Para 8.2 (Community Empowerment (Scotland) Act 2015 – LOIP and Locality Plans) Action: (a) a copy of the slides be issued to members of the CP Strategic Board; and (b) any comments on the timelines for the development of the Plans be sent to Colin Banks.	SBC All	Jenny Wilkinson All	Issued 7/12/16. 
4.	Para 10 (Schedule and Format of Future Meetings) Action: (a) Board agendas would reflect Board responsibilities i.e. the Local Outcomes Improvement plan, the 5 Locality Plans, and work of the Delivery Teams; and (b) a workshop would be organised for the members of the CP Strategic Board.	All SBC	All Shona Smith	

NO.	MINUTE PARAGRAPH NUMBER, TITLE AND DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
5.	Para 12 (AOCB – Conference for Community Planning Consultative Group) Action: Work on the content of the proposed conference/ workshop for the wider Community Planning Consultative Group would begin in early 2017.	All	Shone Smith	

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

SCOTTISH BORDERS ECONOMIC STRATEGY 2023 – UPDATE

1. Aim

- 1.1 The aim is to set out the Progress Report for the Scottish Borders Economic Strategy 2023 - Action Plan.

2. Background

- 2.1 The Scottish Borders Economic Strategy 2023 was prepared in order to set direction for the economic development activity of the Community Planning Partnership. It was agreed by Community Planning Partners at the Strategic Board in June 2013. The Strategy consists of three documents, an Economic Profile, an Economic Strategy document and an Action Plan.
- 2.2 The Strategy sets out the vision, strategic aims and objectives that will provide the focus for our efforts to ensure sustainable economic growth for the Scottish Borders. The agreed vision is:

"By 2023 the Scottish Borders will be amongst the best performing and most productive rural economies in Scotland. By supporting existing businesses and encouraging higher value economic activity, our quality of life will increase. The Borders will become a location of choice for growing businesses and for people to live and work."
- 2.3 The four strategic aims are derived from the analysis in the Economic Profile and reflect the particular opportunities and challenges that the economy of the Scottish Borders faces. The four strategic aims are: 1. Creating the conditions for businesses to compete; 2. Building on our assets; 3. Developing the workforce of the future; 4. Providing leadership

3. Implementing the Action Plan

- 3.1 The Economic Strategy Action Plan acknowledges the need to demonstrate ambition and aspiration whilst at the same time recognising the resource constraints in the public sector. The original Action Plan set out those actions which had resources and were part of planned activity by Community Planning partners and those actions which were part of a 'Project Pipeline' where resources had still to be identified. Since the Strategy was published in June 2013, the Action Plan has been updated and progress against these updated actions is set out in Appendix 1. Good progress has been made on the 'resourced' actions and all of the 'Project Pipeline' actions have also been positively progressed.

- 3.2 Officers have used a simple Red/Amber/Green marking on the attached Action Plan Progress Report (Appendix 1) to highlight the status of the action. The categorisation is subjective, but Green equates to 'on track', or completed; Amber equates to some progress, but not as anticipated; and Red indicates where there is no progress, or where an action has been reprioritised. It is helpful to note that there are no 'red' actions in this progress report
- 3.3 Working together through the Community Planning Partnership's Economy and Low Carbon Group, partners have focused on the Action Plan and delivered well, especially considering the limited resources available for some of the actions. For example, the work that the Council undertook to bring forward new employment land at Gunsgreenhill, Eyemouth was originally in the 'Project Pipeline', but prioritisation by the Council and the availability of EU funding through the Eyemouth and East Berwickshire FLAG allowed this project to be delivered
- 3.4 Overall, good progress has been made in relation to the actions. For instance, the major progress made in installing fibre cabinets for the Digital Scotland Superfast Broadband project which is now coming into its final year of delivery, is good news for many businesses and communities across the Borders. The support that the Council has provided through its Scottish Borders Business Fund has also proven successful. The Council has made 205 grants to small businesses in the Borders since 2012/13. Over £602,000 in grants has been awarded, helping to create an estimated 310 jobs and with an estimated GVA impact of £7.3M.
- 3.5 A new Rural Enterprise Fund has also been established as part of the Scottish Borders LEADER Programme and this will provide a further £800,000 of funding for rural businesses and farm diversification. In relation to people and skills the fall in the 18-24 unemployment rate is also positive for the area. The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016.
- 3.6 Significant progress is also being made on the Borders Railway Blueprint projects, where a range of partnership actions continue to be delivered following the opening of the Borders Railway in September 2015. Significant additional financial resources have been identified, particularly for tourism related initiatives and new business property.
- 3.7 The work that the Council and Scottish Enterprise undertook during 2014/15 to develop a programme of strategic economic development interventions for the South of Scotland has also been successful in drawing additional resources into the area. This will support some key projects that will provide new business land and space at the Central Borders Business Park, and support Mountain Biking opportunities in the Tweed Valley. The progress made with the 'Borders Guarantee' has been further enhanced by the 'Developing the Young Workforce' Programme that the Learning and Skills Partnership developed to ensure that schools, businesses and the College respond positively to the challenges set by Scottish Government.
- 3.8 There are some areas of concern in relation to the actions. Although positive progress has been made in taking forward the masterplanning exercise at Tweedbank, there is an imperative to push forward with the provision of plots for employment uses and for new business space. Without this physical

infrastructure it will be harder to attract further inward investment interest and it could delay the expansion of local businesses as well. In terms of 'pipeline' projects there are also projects, such as the Innerleithen to Galashiels off-road cycle route that will require further feasibility work before a funding package and delivery plan can be secured

- 3.9 A broader focus is required on the employability agenda, to ensure that the needs of all age-groups are considered and to ensure a continuing priority focus on localities like Burnfoot and Langlee. Finally, although the Superfast Broadband programme will connect 93.8% of premises in the Borders to the fibre network, much more work is required to address connectivity for the remaining premises, often in the more rural and remote areas. Linked to this, mobile phone connectivity remains an issue in many parts of the Scottish Borders and the positive progress being made with UK and Scottish Governments has only addressed relatively small areas so far.
- 3.10 It is anticipated that the Scottish Borders Economic Strategy will be reviewed and refreshed during the summer of 2017. An updated Strategy and Action Plan will provide useful direction to the new South of Scotland Vehicle that has been identified in the current Scottish Government Enterprise & Skills Review. It will also provide the opportunity for the refreshed strategy to properly reflect the themes and priorities of the new Council Administration.

4. Summary

- 4.1 The Scottish Borders Economic Strategy 2023 sets out the vision, strategic aims and objectives that will provide the focus for the Community Planning Partnership's efforts to ensure sustainable economic growth for the Scottish Borders. The associated Action Plan sets out in detail how the Community Planning Partnership will deliver the outcomes identified in the Economic Strategy.
- 4.2 An Action Plan progress report is set out in Appendix 1. Working together through the Community Planning Partnership's Economy and Low Carbon Group, partners have focused on the Action Plan and delivered well, especially considering the limited resources available for some of the actions.
- 4.3 Overall, good progress has been made in relation to the actions. However, the report also notes that there are some areas of concern in relation to the actions. It is anticipated that the Scottish Borders Economic Strategy will be reviewed and refreshed during the summer of 2017.

5. Recommendations

- 5.1 The CPP Strategic Board is asked to:
- a) Note the positive progress made in relation to the actions in the Scottish Borders Economic Strategy - Action Plan Progress report, set out in Appendix 1.

LOIP/Locality Plan(s)	This work supports the delivery of the Sustainable Economic Growth outcome. Some
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	of the actions deliver outcomes in specific localities.
Consultation/Community Engagement	This report has been considered by the Council's Executive Committee at its meeting on 31 January 2017.
Risks and Mitigations	There is a risk to the CPP of not ensuring there is an up to date Economic Strategy Action Plan in place for the Scottish Borders because it helps to guide the economic activity of the Community Planning Partnership. It also provides a strong basis for future lobbying and funding bids to various external sources. This risk is mitigated by approving, and regularly reviewing the Action Plan and Strategy.
Resource/Staffing Implications	The financial implications of the Action Plan are considered alongside other priorities and are reflected in future capital and revenue plans in line with available resources. It should be noted that limitations on future public spending may place significant constraints on the delivery of the Action Plan. In view of this the Action Plan is reviewed and updated regularly to allow it to reflect shifting priorities and resources.

Report by	Designation	Organisation
Bryan McGrath	Chief Officer Economic Development	Scottish Borders Council

Scottish Borders Economic Strategy - Action Plan Progress – January 2017

A. Creating the conditions for business to compete

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged & supported					
Business Gateway Start Up Service	£141,000 (annual average) 2 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate 65% of these businesses	2015/16 to 2017/18	2015/16 saw the majority of national targets being achieved by the Business Gateway team with a particularly good performance for business starts with 219 being supported. Over 1500 business people attended Business Gateway events, an increase of 150% on the figure for 2014/15. In addition Business Gateway advisers were heavily involved in other local actions, most notably the launch of the Borders Railway and the major flood events. In 2016/17 good progress is being made towards the start-up targets. The higher Growth starts are proving more difficult with the majority of the start-up businesses being income replacement businesses with lower growth ambition. This is being addressed with work on Incubator projects, detailed below.
Business Gateway / Scottish Enterprise Growth Advisory Services	£141,000 (annual average) 7 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	100 businesses assisted Innovation Exporting Key sectors	2015/16 to 2017/18	Three 'Growth' targets were not achieved in 2015/16. This was attributed to the delay in European Regional Development Fund (ERDF) funding coming on stream; but it was also considered an indication that the number of local businesses which meet the national criteria for growth is fewer than anticipated. The revised structure in place for 2016/17 will help

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					to investigate this further and should lead to greater success in future years. Good progress is being made towards the 2016/17 Growth targets. This is down to a geographic focus rather than sector focus being deployed.
Scottish Enterprise Account Management Services	Account Managers	Scottish Enterprise	Turnover growth of the current portfolio Increase in Account Managed portfolio	2015/16 to 2017/18	68 Companies in the Scottish Borders are currently account managed by Scottish Enterprise. Ongoing work with individual companies to support growth, including support for innovation, investment, internationalisation and workforce development.
Business Support & Business Gateway Local Services	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF investment (Revenue)	Business Gateway SBC Economic Development	35 target loans and grants per annum – number and leverage 100 'expert help' assists	2015/16 to 2017/18	<p>Since 2012/13 the Council has made 205 grants to small businesses through its Scottish Borders Business Fund. Over £602,000 in grants has been awarded, helping to create an estimated 310 jobs and with an estimated GVA impact of £7.3M.</p> <p>Since 2012/13 the Council has made 24 loans to small businesses through its Scottish Borders Business Fund. Over £320,000 in loans has been awarded, helping to create an estimated 62 jobs and with an estimated GVA impact of £1.7M.</p> <p>In 2016/17 the grant fund started to be used as match funding for ERDF. This has meant the grant fund is now split £25k for start-up businesses and £75k for growth, this will remain for 3 years.</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Scottish Enterprise – Enterprise and Innovation / SDI support interventions	SE Topic Specialists	Scottish Enterprise Scottish Development International (SDI)	Deployment of SE support products & services to: Acc. Man. Businesses Wider business base	2015/16 to 2017/18	SE / SDI suite of product interventions is available to businesses with potential for growth. Various products are made available by SE relating to Innovation, including a new Workplace Innovation product that will be piloted in the Scottish Borders. SDI advisers have a monthly surgery available in Selkirk for Business Gateway clients to attend.
Deliver the South of Scotland Business Competitiveness Project	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to September 2015	The project focused on tourism, food & drink, rural businesses and renewables. It supported over 300 businesses and helped to create 90 jobs in the supported businesses.
Supplier Development Programme – improve SME capacity to compete for any public sector contracts	£5,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	5 'meet the buyer' events per annum Increase in number of small businesses tendering for public sector contracts	2015/16 to 2017/18	The Council is a partner in the nationally operated Supplier Development Programme (SDP). There were 144 businesses from the Borders that were registered with the SDP in 2014-15. This figure was 182 in 2015-16, an increase of 26.4%. In 2015-16, two SDP events were run in the Scottish Borders. These were attended by 48 businesses.
Deliver Business Gateway ERDF intervention to add scale to local BG Services	£1.05 million from ERDF over 5 years	Business Gateway	Number of 'growth' businesses assisted Targets include 375 businesses assisted; 125 new jobs created; 45 businesses helped to	October 2015 – December 2020	A successful bid for EU funding has been made. This will provide £564k of grant funding over the next 3 years. The project focusses on Growth Businesses across the sectors. The funding has enabled two extra full time advisers to be put in place.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
			export and 540 business people attending events		This allows for a greater spread in the geography covered by Business Gateway. Greater support will also be given to businesses in the area of Innovation and Internationalisation.
Increase Internationalisation and Exporting Support for growth companies.	Existing BG Advisers and SDI Adviser	Scottish Enterprise Business Gateway	Increase the number of proactive exporters in the Scottish Borders by 25%	2015/16 to 2017/18	Business Gateway are working in partnership with Scottish Development International and the Borders Exporters Association to tailor support for businesses in the area. This will include a new range of Exporting Workshops delivered through Business Gateway and funded with EU money.
Join the new National Local Authority Loan Fund and launch it to local businesses (including 'Borders Railway Investment Fund').	Match Funding (from SE South of Scotland Loan Fund) + ERDF	SBC Economic Development Scottish Enterprise Business Gateway	Number of loans to businesses Leverage achieved – 1:3	2015/16 to 2017/18	The formation of a national Local Authority Loan Fund enables a strategic intervention from EU ERDF that increases the amount of loan funding available. Businesses will be able to borrow up to £100k. Launch should be by March 2017.
Establish a new Rural Enterprise and Small Business Scheme, as part of the LEADER Programme, to support farm business diversification and small rural business innovation projects.	EU + Scottish Government Funding Part of LEADER Programme 2014 - 2020	LEADER Local Action Group SBC Economic Development	No. of businesses assisted Innovation	2015 to 2020	A new Rural Enterprise Fund has been established as part of the Scottish Borders LEADER Programme. It provides support to farm business diversification and small rural business innovation projects. £800k has been ring-fenced in the LEADER Programme to support this activity, with 3 projects already supported and four projects currently being assessed.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment					
Ensure Local Development Plan has adequate supply of employment land	No direct cost	SBC Plans & Research	Ha. of available employment land	2015/16 to 2017/18	The Scottish Borders Local Development Plan (LDP) was adopted in May 2016. It allocates and protects employment land sites at key locations across the Scottish Borders.
Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick)	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha of serviced sites	Due for completion June 2015.	The EU funded Strategic Employment Land project created 3.25ha of business development land across four settlements: Hawick, Lauder, Duns and Coldstream. Each site has at least 6 plots (with Lauder having 7, and Duns having 8), available for SMEs to develop business units on. The project was completed in September 2015.
Marketing of Scottish Borders Employment Land sites - existing property portfolio and serviced land sites.	£5,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2015/16 to 2016/17	The new employment land sites have been marketed in commercial property publications and new promotional sign boards have also been erected at each site. More than 20 businesses have expressed interest in plots, with 5 interests in process at present.
Develop 'Central Borders Business Park' (land acquisition and phased development / phased refurbishment).	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha serviced sites	2015/16 to 2022/23	A masterplan exercise, funded by the Council and the Borders Railway Blueprint is now being developed for the Central Borders Business Park and a wider area of land in the Tweedbank area. SE commissioned Rydens to carry out a qualitative study into supply and demand for land/property in the locality. The study broadly

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					<p>supports the project outputs to deliver an access roadway with serviced plots with an initial provision of approx. 900m² net of business space on one plot. The remaining plots would be marketed for private sector/business development.</p> <p>Additionally SE has approved internal funding to progress the project to RIBA stage 3, which will give a detailed design and cost, based on current market evidence. This can then be used as the basis of a substantially de-risked approval process.</p> <p>This action is linked to maximising Borders Railway benefits - Borders Railway Blueprint project.</p>
Facilitate development of Eyemouth 'Seafood Technology Park'	Market dependent (Capital)	Private sector SBC Economic Development SBC Estates	Ha serviced sites	2013/14 to June 2015	<p>The Council has created two large plots (1.27 ha) of new employment land at Gunsgreenhill, Eyemouth. This provides the potential for expansion of seafood processing businesses in the town, ensuring the retention and creation of jobs in the area. The project was funded by Scottish Borders Council and Axis 4 of the European Fisheries Fund.</p> <p>The Council are currently pursuing business inquiries for a food processing unit and for an engineering manufacturing unit on the existing industrial area.</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Strategic Employment Land Phase II – Initiate a programme to identify and develop key sites for future servicing / development.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research Scottish Enterprise	Number of potential sites Area of potential sites	2016-2018	As part of the work for the next LDP, the Council will identify settlements that require new or additional employment land allocations. Galashiels, Peebles and Selkirk are likely to be a particular focus. It is also likely that the employment land policy will be reviewed to ensure it is fit-for-purpose. It intended that a Main Issues Report (MIR) is published in the Autumn of 2017.
Identify opportunities in Town Centres for new business premises / Business Incubators. Scope out extent of demand, options, costs – consider conversion versus new build costs, look at potential of co-location with other CPP services.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research	Number of potential sites Floorspace of potential sites	2016 + 2017	The Council has been considering the opportunity for new business premises and business incubator space, in Hawick and Galashiels town centres in the first instance. This work is linked to the Hawick Action Plan and the Borders Railway Blueprint. A pilot project has also been initiated to provide small office incubator space in the Council Offices at Rosetta Road, Peebles. The lessons learned from this pilot will help to inform similar initiatives in other towns.
3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure					
Rollout of Digital Scotland Superfast Broadband in Scottish Borders.	£8.4m additional SBC investment (Capital)	Scottish Government South of Scotland Alliance SBC Economic	93%+ premises passed 100% basic access	2014/15 to December 2017	The rollout of the Digital Scotland Superfast Broadband is due to complete at the end of 2017. The target is to serve 93.8% of premises in the area. At the end of 2016, 74.9% of premises had been connected, although it is important to note that not all premises

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
		Development Community Broadband Scotland			connected to the new fibre broadband network will see a significant improvement in their service.
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety.	Feasibility/ demand stimulation required (Revenue)	SBC MPs/MSPs Private sector	100% 3G coverage Significant 4G coverage	2013/14 to 2015/16	The South of Scotland Alliance has been lobbying both UK Government and Scottish Government on this issue. This has successfully achieved some minor improvements through the UK Mobile Infrastructure Programme. SoSA has also met with the Mobile Network Operators to understand their development plans and lobby for improved geographic coverage and better 4G coverage.
Support the re-opening of Reston Station to enhance development of Eastern Berwickshire.	Scottish Government (Scottish Stations Fund) 2014/15 (Capital)	Network Rail SBC East Lothian Council	New station open to passengers	2015/16 to 2017/18	Scottish Borders and East Lothian Councils are currently in discussions with Scottish Government and Transport Scotland regarding potential delivery options for Reston and East Linton Stations. If discussions progress successfully, we believe there is the potential for the stations to be delivered between 2019 and 2024.
Building on the National Digital Engagement Programme, deliver demand stimulation and digital inclusion programmes to maximise the adoption of the new broadband infrastructure.	Utilise the national programme resources in the Scottish Borders	SBC Economic Development Digital Scotland Team CREATE Team Business Gateway	Number of businesses using Superfast Number of 'new user' households connected	2015 - 2017	Through the Digital Boost Programme the Council has delivered 37 workshops with 232 attendees. There have also been 23 businesses given individual consultancy support through the programme.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Work with partners to identify solutions that will provide Superfast Broadband access for the final 6% of premises - the most rural areas.	Staff time	South of Scotland Alliance Community Broadband Scotland	Increase in coverage beyond 93.6%	2016 - 2018	The Council, through the South of Scotland Alliance, has been pressing Scottish Government to identify solutions for those areas that will not be covered by the Digital Scotland Superfast Broadband programme. The Reaching 100% Programme has been initiated by Scottish Government in response to this challenge.
Project Pipeline – Resources Required					
Lobby for improvement of key Roads Infrastructure – A1 / A68 / A7	Options appraisal required (Capital)	Scottish Government SBC E&I	Km of road upgraded	2013/14 to 2015/16	Following the successful opening of the Borders Railway to Tweedbank, the Scottish Government is examining the case for an extension of the railway along with improvements to the A1, A7, and A68 with a study to identify Borders transport requirements. This is due to report by the end of 2017.
4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food & drink					
Promote and market 7stanes and 'Cycle Scottish Borders' product	£80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	The private sector-led 7stanes Community Interest Company was wound up and Forest Enterprise Scotland has taken on the promotion and marketing of the 7stanes sites. 'Cycle Scottish Borders' website and social media is being regularly updated to promote cycling events.
Creative Sector Support Programme	£75k per annum (Revenue)	SBC Arts Development Business	Programme delivered No. of businesses assisted	2013/14 to 2015/16	The Creative Arts Business Network (CABN) project provides a diverse programme of support to the creative sector in the Scottish Borders and seeks to strengthen the sector by

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
		Gateway (Business Advisors) Creative Scotland			working towards longer term strategic goals. CABN currently supports 863 businesses, and 59 organisations through a bespoke programme of support. It is delivering against key aims of the Cultural Strategy including supporting the development of a Cultural Forum and a Capacity Building Programme. It is currently funded by Live Borders and Creative Scotland (Place Partnership funding).
Project Pipeline – Resources Required					
Work with partners and local business representatives to develop Local Sector Action Plans; including textiles, tourism, food & drink, and renewables.	Existing Resources in Business Gateway, SBC Economic Development	SBC Economic Development Scottish Enterprise Skills Development Scotland	Number of sectors with plans – order of priority: <ul style="list-style-type: none"> Renewables; Construction Textiles 	2015/16 – 2016/17	Business Gateway reviewed the sector approach in the area and concluded that this was not the most effective way to support businesses locally. The Growth Advisers were instead split according to geography (using SBC Area Forum boundaries). This has ensured that each part of the area is given a new focus allowing for businesses not previously worked with to be introduced to Business Gateway. Advisers still maintain their previous sector knowledge and this is shared amongst the team as individual cases arise.
Investigate whether there is demand and need for a Borders Construction Industry Forum.	Staff time	Scottish Enterprise SBC Economic Development SBC Housing Strategy	Revived Industry Forum in place Number of private sector members	2015/16 – 2016/17	Officers from the Council, Scottish Enterprise and RSLs are meeting to discuss whether a Construction Industry Forum is still the most appropriate vehicle to support the sector. The needs of local businesses in the sector and the needs of their customers require consideration in relation to the potential for economic growth.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised					
Events Support Programme including supporting events under the national Year of Food & Drink 2015	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No. of National & International events No. of Event Attendances	2013/14 to 2015/16	<p>The combined economic impact of events funded by the Council in 2015/16 is estimated to be £8 million based on the national EventIMPACTS model. Existing events which have been supported include:</p> <ul style="list-style-type: none"> • Border Counties Rally - developing crowd spectator areas and EventScotland funding. • Melrose Rugby 7s - for marketing activities promoting train travel to capture the Edinburgh market. • Riverside Rock Festival, Jedburgh - to increase crowd numbers and support a bid to EventScotland for marketing funding. • Hillside Outside - support for Tweedlove and Tour 'o the Borders cycling events. • Borders Book Festival – support for new elements in the event. • The Flying Scotsman Train visit and associated events taking place in Galashiels on the day. <p>The Safety Advisory Group (SAG) is currently supporting 49 individual events in the Scottish Borders.</p>
Tourism marketing & promotion and information	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2015/6	<p>In December 2016, the Council received the first interim report of the STEAM data for the Scottish Borders covering January-June 2016. Comparing Jan-June 2015 with Jan-June 2016, visitor days in the Scottish Borders have increased by almost 11%, visitor spend is up by 16%, and employment related to tourism has increased by 8%. The rise in tourism activity in the Scottish Borders, both in terms of numbers</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					and economic impact, is substantial, not only when compared to the previous year, but also when compared to other local authority areas in Scotland.
Borders Railway Marketing Programme (with links to Walter Scott and Abbotsford House)	(Revenue)	Area Tourism Partnership VisitScotland SBC Economic Development Scottish Government	Marketing campaigns Additional visitors per annum to key attractions	2015/16 to 2017/18	<p>The Borders Railway Autumn 2015-Spring '16 campaign with VisitScotland generated £8,285,097 gross economic activity for the Scottish Borders.</p> <p>A Matador promotional video was created specifically for US and European marketing, showcasing the Scottish Borders and distributed on travel channels worldwide. https://www.youtube.com/watch?v=xilpbPv6Dtk It has had over 115,000 views in the UK and 1.2 million views worldwide since November 2016.</p> <p>Borders Weaver, Midlothian Explorer, Borders Railway and other locations that weren't in the film are featured here - 14 Facts about South East Scotland that will Surprise You.</p> <p>A '39 steps' marketing campaign is due to be released early in 2017. https://youtu.be/WapYNGHnbfw</p> <p>A 9-page folding direct mail pack focusing on trip planning, adventure and "taking the scenic route" is due to be sent out to those on Scottish Borders and Midlothian databases in March 2017.</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Initiate the development of a Scottish Borders cycling strategy in order to make the Scottish Borders a 'Cycling Hub'.	Staff time	Area Tourism Partnership VisitScotland SBC Economic Development Cycling organisations	Strategy agreed Actions implemented	2015/16 to 2017/18	A Cycle Tourism Strategy has been developed in order to take advantage of the opportunities that cycling provides to attract more visitors to the area. It aligns infrastructure, events and tourism development. The Strategy was consulted on during the summer of 2016 and agreed by Council in November 2016.
Work with key partners to develop the Scottish Borders Walking Product. Build on themes in the new Access and Transport Strategy.	Staff time Revenue Capital	Area Tourism Partnership VisitScotland SBC Economic Development Walking organisations	Strategy agreed Actions implemented	2016/17 to 2017/18	The new walking site www.walkscottishborders.com is now live. This is the sister site to www.cyclescottishborders.com which has been running since 2012. Both sites are now 'mobile friendly' and are available for use by businesses wishing to link to the cycle and walk network or by visitors requiring access to route information and visitor information on tablets and mobile phones.
6. DESIRED OUTCOME – New business and enterprise is attracted to the Borders					
Project Pipeline – Resources Required					
Inward Investment Programme - building on "Our Scottish Borders" and "Best move of your life" campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	In collaboration with Midlothian and Edinburgh City, a dedicated project manager is now acting as the key contact for investors. He has begun the process of assessing the inward investment 'offer' with a view to identifying and then promoting the opportunities. This assessment is also identifying gaps in provision that will then

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					<p>require to be addressed.</p> <p>A new 'Prospectus' to promote the Borders Railway corridor was developed with support from the Improvement Service, working with Midlothian and City of Edinburgh Councils.</p> <p>A Property "Gap Analysis" into the retail, leisure and commercial property in Hawick and Galashiels was undertaken and is informing future marketing and inward investment activity for those towns.</p> <p>Recently, the partner's inward investment activity has helped to secure business investment in Hawick and the location of CGI's Scottish service centre.</p>

B. Building on our assets

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised					
Implement Borders Railway Blueprint and Local Workplan to maximise the Economic opportunities of the Borders Railway. Key projects include: - Borders Business Park - Tourism Destination Audit - Great Tapestry of Scotland - Steam Train Experience - Borders Railway Tourism Development Programme - Borders Railway Prospectus and Inward Investment Delivery - Borders Railway Opening Celebrations - Hop on/ Hop off bus services & tour operators services - Train Wrap	Use existing staff resource to support this priority area. Scottish Government £10M commitment for Railway Corridor. SBC Capital Programme	SBC Economic Development Business Gateway SE (Commercial property) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015/16	The Borders Railway reached its one year anniversary in September 2016. Significant progress is being made across the Blueprint programme. Over 1 million passengers used the service in the first year of operation. Partners continue to deliver projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning <ul style="list-style-type: none"> • Final approval of Great Tapestry of Scotland Visitor Centre Project • Approval of funding for ScotRail Retail Hub at Tweedbank Station • Development of Borders Railway Town Centre Masterplanning Programme • Delivery of Tourism Business Development Programme via Business Gateway, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year • Approval of funding for 2-year Borders and Midlothian Tourism Destination Development project • Delivery of 'Runaway Seat' marketing campaign in August 2016 with local visitor

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					attractions, and 'Borders Turns One' partnership campaign to celebrate the one year anniversary
Deliver Transport Interchange and Galashiels Inner- Relief Road projects	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space Number of businesses assisted	2015	The Transport Interchange in Galashiels was successfully completed in time for the opening of the Borders Railway in September 2015. The landmark building includes modern office space and meeting venues as well as providing its interchange function. Linked to maximising Borders Railway benefits.
2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus					
Build new business relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2015/16	Opportunities around the campus and the potential of the new student accommodation have been flagged as part of the Railway Blueprint work. Heriot Watt is also seeking to develop a new textiles innovation centre as part of the potential City Region Deal programme.
Establish a new industry led 'Invest in Young People' Regional Body to meet the requirements of 'Developing the Young Workforce'	Staff time Potential Scottish Government funding for 3 years	SBC Economic Development Borders Business Forum Borders College	New industry-led body in place Number of businesses represented	2015/16	A new Developing the Young Workforce industry-led Group has been established. It has successfully applied for funding from Scottish Government and now has a three-year period to develop stronger links between businesses and schools/colleges.
Investigate the feasibility of a Business Conference facility at the Borders Campus,	Staff time Revenue	HWU Borders College VisitScotland	Number of new events Number of additional visitors	2015/16 – 2016/17	Heriot Watt is interested in how it could use the assets in Galashiels, with potential for conference business using the new student accommodation out of term time. Firm

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Galashiels					proposals have not yet been developed. A new Business Development Centre has been opened on the Hawick Campus and management of Borders College are working closely with Business Gateway to promote this.
3. DESIRD OUTCOME – Vibrant Town Centres					
Deliver Selkirk CARS town centre regeneration project	£1.2million including Historic Scotland investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Selkirk Regeneration Company	No. property grants issued Public realm improvement project No of local business/ Heritage learning & participation initiatives/ Private sector leverage	2017	The five year programme of town centre regeneration activity is progressing well. <ul style="list-style-type: none"> 40 grant offers have been issued for repairs to traditional buildings, totalling £242,500, supporting 25 properties. 8 priority buildings will be supported with grant offers for repairs in Year 4 totalling £195,000. Over 80 educational & training events have been organised by Selkirk CARS with over 2,800 people attending. A range of educational activities has been implemented including the Cabinet of Curiosity (joint project with Selkirk High School, Abbotsford and Live Borders). A contribution will be provided to the Selkirk Town Centre Streetscape project An additional £70,000 of funding has been secured from Historic Environment Scotland to support traditional building repairs projects.
Deliver regeneration actions in Galashiels Town Centre through a 2 year pilot project – Galashiels Town Centre Coordinator	Town Centre Coordinator	SBC Economic Development Private sector	No. property grants issued No of new/ added value events No of local business /	2014/15 – 2016/17	The Galashiels Town Centre Coordinator Project has supported business and community activity to align with the reopening of the Borders Railway. The project has successfully delivered a number of key small projects, which have significantly improved the visual

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
			marketing initiatives delivered Private sector leverage Capacity building : No of new volunteers/ C of Trade reps		attractiveness of the town centre. It supported capacity building activity that has helped to facilitate Energise Galashiels, the Chamber of Trade, local businesses and community groups to work together. This provides a stronger platform for more business development and community activity in future.
Support Future Hawick and other community-led groups to deliver actions in Hawick Town Centre.	Staff time £30,000	SBC Economic Development Future Hawick	Number of new projects delivered Number of businesses assisted	2015/16	The Council has provided £30,000 to Future Hawick to enable the group to deliver a range of initiatives to support the town centre. This included a shop front grant scheme to help improve the facades of a number of shops in the town centre and refreshed visitor signage at the town boundaries. The Council has also successfully engaged with Scottish Government to draw additional resources into the town, with a capital funding allocation of £3.625M made as part of the Programme For Government.
Explore options for a cost effective solution to provide Town Centre Wi-Fi in the main towns in the Borders.	Staff time £7,000	SBC Economic Development SBC IT	New solution identified	2015/16	Pilot Wi-Fi initiatives in Hawick and Jedburgh finished in 2015/16. So far, it has not been possible to identify a cost-effective solution for town centre Wi-Fi, with significant capital costs and ongoing revenue costs involved in any Wi-Fi solution. Changing technologies or innovative new business models from the private sector may help to achieve this in future.
Investigate opportunities to	Staff time	SBC Economic	No. of businesses	2016/17	A draft retail workshop has been created in

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
develop a business advice initiative for independent traders/small shopkeepers.		Development	assisted		association with Marks and Spencer and Boots. This would provide seminar support for businesses. Suitable dates, venues and time of delivery are being considered.
Deliver Selkirk Town Centre – Streetscape Works to improve the attractiveness of the town centre.	£450,000 Allocation in Capital Programme	SBC Economic Development	Area of improved public realm	2016 - 2018	Council Engineers' have been working with the Selkirk Stakeholder Group on the early design stages for a programme of town centre streetscape works. The town centre works aim to provide safer and improved areas for bus passengers, improve pedestrian crossings, develop flexible events space and provide better seating, as well as enhance Selkirk's historic conservation area. The £450,000 proposed works will contribute to the regeneration of the town centre and is part-funded by the Selkirk Conservation Regeneration Scheme (CARS).
Deliver Phase 1 repair works and develop a funding package to deliver Selkirk Courthouse Project, Phase 2.	Phase 1 allocation of £95K Phase 2 allocation of £450,000	SBC Economic Development	Phase 1 repairs completed Phase 2 funding package achieved	Phase 1 – 2015-17 Phase 2 – 2015-17	Phase 1 repairs to the Sir Walter Scott's Courthouse, will be supported as one of the priority buildings in the Selkirk CARS Programme. Works are expected in the summer/autumn of 2017.
4. DESIRED OUTCOME – Rural land-use is integrated					
Undertake Scottish Government pilot Regional Land Use Strategy.	£215,000 Scottish Govt grant (Revenue)	SBC Built and Natural Heritage Tweed Forum	Plan in place	2013/14 – 2015/16	The pilot project was completed by the Council, supported by Tweed Forum, in 2015 with a Scottish Borders pilot Regional Framework document setting out the integrated, ecosystems approach and a set of potential

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
		A Working Countryside			<p>actions based around key policy drivers for : food production, timber and woodland, renewable energy, natural flood management, diffuse pollution control, recreation, development and biodiversity.</p> <p>A set of GIS mapping layers was produced showing stock of natural capital, opportunities to expand ecosystem services, areas where multiple benefits could arise and areas of potential conflict between existing land uses and delivery of some ecosystems services.</p> <p>The outputs were submitted to Scottish Government and helped inform their revision of the national Land Use Strategy (2016-2021) published in March 2016.</p>
Project Pipeline – Resources Required					
Deliver Innerleithen Aim Up Bike Park Project	£5.5m (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP investment	Bike Park development Marketing actions Visitor Numbers	2015/16	<p>The MTB Stakeholder Group has agreed a position with regards to the mechanical uplift project. In view of the uncertainty around the level of demand and financial viability this is a high risk project for the public sector. Therefore public sector investment in the uplift project proposal is unlikely to be secured from the current position.</p> <p>A Tweed Valley MTB Action Plan that focuses on the other opportunities around mountain biking was approved by the MTB Stakeholder Group at their meeting on the 1 June 2016.</p> <p>Scottish Cycling is seeking LEADER funding for a dedicated Action Plan Co-ordinator post over</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
		SportScotland			the next 3 years as part of a joined up approach to project delivery in the Tweed Valley.
Encourage continued trail development in forests and linking routes in the Tweed Valley to support continued growth of mountain biking in the area.		Scottish Government Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of additional trails Additional maintenance undertaken Increase in number of visitors	2015/16 – 2017/18	The Council met with Scottish Government to discuss the potential for additional support for FCS to invest in trail development. Trail development (and maintenance) has been identified as one of the key elements in growing the MTB market. A review of the future role of the Mountain Bike Centre of Scotland at Glentress (which is run as a partnership with Edinburgh Napier University, the Scottish Funding Council, Scottish Enterprise and Scottish Cycling) is currently under way.
Support the development of a Tweed Valley Resort including Glentress Master Plan.	Staff time	Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of bedspaces in new accommodation Increase in number of visitors	2015/16 – 2017/18	FCS is seeking to progress the provision of new visitor accommodation in Glentress. In the first instance, FCS is required to explore the opportunities with Forest Holidays. There is real potential for a significant inward investment at this location and discussions between FCS, SE and Forest Holidays are ongoing in relation to the types of development outlined in the Glentress Masterplan.
Design and deliver an Innerleithen to Galashiels off-road cycle route (using former railway line).	Staff time Revenue Capital	SBC Network Team Sustrans Cycling organisations	Km. of new cycle track Increase in number of users	2016/17 – 2017/18	The intention is to build on the success of the Peebles to Innerleithen cycle track (multi-use) to link to the Borders Railway and enhance the cycling offer. Efforts are currently focused on the Innerleithen – Walkerburn Shared Access Route. Detailed

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					design work on the first section of the path at Walkerburn has been undertaken and it is anticipated that some work will start on this section later in 2017.
5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth					
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	European Fisheries Fund Axis 4 Fisheries Local Action Group (FLAG) 2007-2013 local development funding programme was successfully closed at the end of June 2015. The final commitment was £632k to 13 projects against a total budget availability of £720k. In addition, support was provided to applicants to EFF Axes 1 and 2 resulting in £23k EU support to fishing vessels and an offer of £216k EU grant funding to a local shellfish processor (both sums co-financed by Scottish Government).
Localities Approach to be piloted for 1 year	Revenue budget to support a coordinator role	CPP partners Localities/ town regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot Retail footfall Town Centre vacancy rate	2013/14 – 2013/14	Pilot completed for the Cheviot area in 2015/16. New direction received from the Community Empowerment (Scotland) Act which will lead to five Locality Plans being published in October 2017. Business Gateway Growth Advisers are split according to the localities. Each adviser is available to attend community meetings as appropriate.
Project Pipeline – Resources Required					

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Deliver the new Scottish Borders LEADER Programme 2014 -2020	EAFRD investment Project match funding required (Revenue)	LEADER Local Action Group SBC Economic Development	New Programme approved by Scottish Government Number of rural development projects supported Leverage	2015 – 2020	The LEADER Local Action Group met a number of times in 2016 and has approved grant funding to 7 projects, with grants total £241,788 against projects valued at £715,786. The next application deadline for LEADER funding is 28 February 2017 and there is a good pipeline of projects coming forward.
Deliver the new Scottish Borders and East Lothian EMFF FLAG Programme 2014 -2020	EMFF investment Project match funding required	Fisheries Local Action Group SBC Economic Development	New programme approved by Scottish Government Number of coastal development projects supported Leverage	2015 – 2020	The new Scottish Borders, East Lothian and Fife Fisheries Local Action Group, known as the Forth FLAG, has received a funding allocation of just over £1M for the period 2014 – 2020. The new Action Group will make recommendations on European Maritime Fisheries Fund (EMFF) local development applications. Scottish Borders Council is the lead partner for the three areas and has employed an EMFF Programme Coordinator, based in Eyemouth, to support the development of projects, and applications to the fund, from groups and businesses across the whole FLAG area.

C. Developing the workforce of the future

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment					
Develop a Scottish Borders Programme of action to deliver the 'Developing the Young Workforce' (DYW) agenda.	Scottish Government funding available	Learning & Skills Partnership SBC Borders College Skills Development Scotland Businesses	Improved work experience activity for young people Young people better prepared for work Businesses more satisfied with young workforce	2015/16 – 2017/18	<p>A 'Developing the Young Workforce' (DYW) programme covering a wide range of actions was agreed by the Learning & Skills Partnership in 2015.</p> <p>Since Mid-2015 significant progress has been made in developing the infrastructure and delivering the milestones laid out in the national DYW strategy, under the governance of the Learning & Skills Partnership.</p> <p>DYW project managers are now operational within Scottish Borders Council and Borders College. In addition, a project team to work on behalf of the recently formed regional DYW Industry Group has been put in place using Scottish Government funding.</p> <p>All secondary schools in the Borders also have a dedicated DYW representative, with protected time to enable them to attend monthly meetings and deliver agreed actions.</p> <p>All of these officers work collaboratively to deliver the DYW objectives.</p>
Support a range of		SBC Employment	Unemployed people	2015 to 2020	A £591k European Social Fund grant has been

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
employability projects utilising the European Social Fund (ESF) funding that is available for the Scottish Borders.	ESF funding Revenue Potential 3 rd Sector Match Funding	Support Service SBC Economic Development 3 rd Sector Partners	participating in Employability & Skills Programmes Unemployed People Assisted into Employment Social exclusion issues addressed		approved for a £1.4M employability pipeline project that will be delivered in 2017 and 2018.
Develop Employability Support Pipeline	No additional cost (Supported by national Employability Fund)	Skills Development Scotland Job Centre Plus FE/HE Institutions SBC ELL	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15	The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016. In December 2014, the number was 295, and in December 2015, the number was 265. Although the rate in the Scottish Borders for December 2016 (3.5%) was 0.2 percentage points above that for Scotland (3.3%), the gap has narrowed from 0.6 percentage points in December 2013 (5.8% compared to 5.2%).
Prepare school leavers for world of work, linked to Curriculum for Excellence	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15-2015/16	All schools are using the SDS website – 'My World of Work'. This includes a partner zone on the site for teachers to use as a careers related resource. https://www.myworldofwork.co.uk/ New Government standards on work placement, career guidance and employer engagement have been distributed to the secondary schools and professional development opportunities have been created to support teachers responsible for the direct delivery of the DYW agenda.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					<p>Communication has begun with parent representatives, to explain the ambition to further develop flexible learning pathways and school timetables are now aligned with Borders College to facilitate this.</p> <p>To deliver the key objective of closer school and employer involvement, six of the nine secondary schools now have an active local employer partnership.</p> <p>In addition, agreement has been secured to include DYW participation as a specific requirement of bids for Local Authority contracts, through Community Benefits.</p>
Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people	£100,000 (Revenue)	CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15-2015/16	<p>A key element of the Developing the Young Workforce initiative is to increase the number of young people entering apprenticeships, particularly those with social or educational barriers. Modern Apprenticeship (MA) opportunities are reviewed within a specific work stream of DYW, involving all interested parties. Figures for the period April 2015 to March 2016, show that 148 young people between the ages of 16 - 19 years undertook MAs.</p> <p>Borders College obtained agreement to offer two of the new Foundation Apprenticeships in 2016/17. However, a delay in the approval process resulted in a poor response to their</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					offering, despite significant promotional activity around these. The College will review early adopter information and consider offering two additional FAs in 2017/18, potentially in STEM subjects.
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive	£250,000 including ESF/ Scottish Government funding	SBC Economic Development Business Gateway	Unemployed People Assisted into Employment (150 work placements target)	2014/15 – 2015/16	Employer Recruitment Incentive - Youth Employment Scotland Scheme – The Youth Employment Scotland Scheme funded by the Scottish Government and EU funding supported 156 placements up to March 2015. Scotland's Employer Recruitment Incentive - SERI Scheme – The SERI Scheme funded by the Scottish Government via Skills Development Scotland offered 19 placements in the Scottish Borders until January 2017.

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Project Pipeline – Resources Required

Use the Regional Skills Assessment to inform partnership decisions about skills and learning provision.	Staff time	Skills Development Scotland SBC Economic Development Borders College Invest in Youth Group	Clearer understanding of gaps and potential future demand	2015/16	Skills Development Scotland has developed a new Regional Skills Assessment to identify gaps and opportunities linked to College Outcome Agreements. This work has recently been updated and will provide a valuable resource for the Learning & Skills Partnership and local partners, including the new DYW Industry-led Group.
Improve access to learning and skills opportunities for young people in the	Additional costs (Revenue)	Borders Learning and Skills	Increased access to appropriate vocational	2013/14-2015/16	Employability Fund provision to support skills development is made available in the East Berwickshire area and is taken up.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Eyemouth/East Berwickshire area		Partnership Skills Development Scotland FE Institutions	skills		The Eyemouth Vision process has highlighted the opportunity to create a Centre of Excellence for Marine Economy in Eyemouth. This would include the potential for more learning and training activities (Fisheries, Boat Building, Marine Engineering). Further work is being taken forward by Eyemouth & District Community Trust and partners to consider how this might be delivered.
Community Planning Partners to use 'Community Benefit' clauses in their procurement to help secure training and employability benefits, particularly for young people.	Potential additional costs (Revenue)	Community Planning Partnership	Increased access to appropriate vocational skills	2015/6 – 2017/18	The Council and some partners are now successfully using community benefit clauses in their procurement processes in order to deliver employability related outcomes. For instance the Council created 24 new jobs and secured three Modern Apprenticeships places for young people through the Selkirk Flood Protection Scheme project.
2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need					
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism, food and drink, and engineering and manufacturing sectors	£250,000 (Revenue)	SDS Sector Skills Councils Borders College Bus Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15-2015/16	The establishment of the DYW Industry-led Group provides a new, more structured channel to engage with local businesses. Discussions will include how key sectors can recruit, retain and develop employees, as well as aiming to match between FE/ HE supply and employer and learner demand more effectively.

D. Providing leadership

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported					
COMPLETE - Develop a Low Carbon Economic Strategy for the Scottish Borders	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	Completed. Approved by Strategic Board in October 2013.
Deliver the actions set out in the Low Carbon Economic Strategy.		SBC Economic Development CPP Partners Businesses Households Communities	Performance targets set out in the LCES Performance Framework	2015/16 – 2017/18	<p>Business Gateway Referrals to Resource Efficient Scotland - Business Advisers have linked 12 businesses to Resource Efficient Scotland who can provide free advice on a range of resource efficiency issues and help to access financial support for projects.</p> <p>Domestic Heat Pump Training – The Council worked closely with Borders College and Skills Development Scotland to deliver a 4 day BPEC training course covering the installation and maintenance of both air and ground source heat pump systems in November 2015. 5 individuals successfully completed the course.</p> <p>SHARC Heat from Sewage Installation at Borders College - This system uses a heat pump to amplify the natural warmth of waste water and the heat produced is being sold to Borders College under a 20-year purchase agreement, producing savings in energy, costs and carbon emissions. The system now provides around 95% of the heat needed by the Galashiels campus and does not impact on the</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					<p>normal operation of the local waste water network. The Borders College system is the first of its kind in the UK.</p> <p>Climate Resilient Communities – this joint project between the Council and Dundee University was funded by the Joseph Rowntree Foundation. The project engaged communities in discussions around climate change vulnerability and to develop methods of increasing the resilience of climate disadvantaged groups. The project worked in Peebles, Hawick and Newcastleton and has focussed on flood vulnerability, especially relevant following the flood events in late 2015.</p>
42. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels					
Lobby to ensure representation of the area in Scotland and Europe	No additional cost	MPs, MSPs South of Scotland Alliance SBC Scottish Enterprise	External funding leverage for economic development	2014/15-2015/16	Officers and Members continue to be involved in national discussions around EU Programmes – Structural Funds, Common Agricultural Policy and Scotland's Rural Development Programme, LEADER, European Maritime and Fisheries Fund. The forthcoming Brexit process will have important implications for the area.
Make effective use of the new Assisted Area Status designation.	Staff time Regional Selective Assistance programme run by Scottish Enterprise	Scottish Enterprise SBC Economic Development	Number of RSA grants made to businesses Value of RSA grants made to businesses	2015/16 – 2017/18	<p>The Council has been working with Scottish Enterprise to support more businesses take advantage of Regional Selective Assistance (RSA).</p> <p>In 2013-14 there were no RSA awards. However, in 2014-15 three local businesses</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					secured £375,000. In 2015-16 two awards worth £161,300 were made; and in the first half of 2016-17 one award worth £155,000 was granted.
Lobby for a realignment of NUTS2 boundaries with the South of Scotland Alliance.	Staff time	South of Scotland Alliance Scottish Government	Change in designation after 2016	2015/16	South of Scotland Alliance developed a new Southern Scotland NUTS2 area and has successfully lobbied Scottish and UK Governments to ensure a change to the NUTS2 boundaries affecting the South of Scotland.
Engage with City-Region partners to investigate the potential for a 'City Deal' for the region.	Staff time Capital Budget allocations	SBC Economic Development City Region Partners	City Deal secured for Edinburgh and South East Scotland Region Number of major projects funded in Scottish Borders	2015/16	The Council is working closely with its partner local authorities from Edinburgh, the Lothians and Fife to secure a potential 'City Region Deal' for the Edinburgh and South East Scotland region. Detailed discussions with UK and Scottish Government civil servants are under way.
Work with partners in the 'Borderlands' Anglo/Scottish cross border initiative to lobby for major projects and identify opportunities for joint working.	Staff time Potential project funding - capital / revenue	SBC Strategy & Policy SBC Economic Development	Level of additional resources secured Number of major projects funded in Scottish Borders	2015/16	The Council has been working with Cumbria, Carlisle City and Northumberland, as well as Dumfries & Galloway Councils, to develop new cross-borders relationships and investigate the potential for a Borderlands investment programme.
Establish the scope for a feasibility study of the potential extension of the Borders Railway to Carlisle.	Staff time Potential project funding - capital / revenue	SBC Plans & Research	Scope established	2015/16 – 2016/17	Partnership agreement and funding package is in place to progress scoping of the feasibility study for the extension of the Borders Railway from Tweedbank to Carlisle. Feasibility Scoping Study to be progressed and complete by 2018.

3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes	£5m match fund (Revenue & Capital)	CPP – agencies Private sector	£ Leverage	2014/15 – 2015/16	Match funding for key projects and programmes has been identified to support Business Gateway through European Regional Development Fund and to support employability activity under the European Social Fund.
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups	No additional cost	SBC Economic Development SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	Federation of Small Businesses and Scottish Borders Chamber of Commerce are represented on Council's Economic Development Group. Economic Development Update circulated to FSB and SBCC members. Regular Economic Bulletin sent out to extensive range of stakeholders. This provides updates on unemployment and other recently published data at different points in the year.
4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy					
Public sector procurement reform	No additional cost	CPP SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	The Council is in the process of developing a new Procurement Strategy. One of its key aims will be to support the local economy.

Meeting	CPP STRATEGIC BOARD	DATE 28/2/2017
Delivery Team/Project	Reducing Inequalities	Feb 2017

Progress in Current Reporting Period

EMPLOYMENT AND INCOME

Income

Income maximisation – the welfare benefit service are on track to deliver over £6m in additional benefits in 16/17 to individuals who are entitled to these benefits but would otherwise not have been aware. A particular focus has been on parents in early year's settings and individuals within other disadvantaged groups.

A bid was submitted to the European Social Fund and has been successful. This will support the delivery of 5 new projects:

- Right Track – focused on active inclusion of those who are furthest away from the labour market.
- Pathways to Employment – increase opportunities for individuals with a learning disability, mental health issue or on the autistic spectrum to engage in voluntary work opportunities with the ultimate aim of broadening the pathways to employment
- Project Search – partnership between SBC, NHS Borders and Borders College to supply internships to young people with a learning disability based in NHS Borders
- Care Leavers into Employment – supports care leavers to build their employability skills over 6 months with a view to entering a modern apprenticeship scheme at either SBC or NHS Borders
- Keys to Employment – a 10 week course for homeless or potentially homeless people

Work has commenced to develop of an Employability Strategy for the Borders

Poverty

- A review of outcomes delivered under the Tackling Poverty and Financial Inclusion Strategy is ongoing in addition to considering how this strategy can be linked into the wider Reducing Inequalities agenda to prevent duplication of priorities and roles.
- A review of outcomes delivered by the Fuel Poverty Delivery Plan 2013-16 is ongoing and a new plan for 2017-20 is in the process of being produced.
- The Scottish House Condition Survey data for 2013-15 (published Feb 2017) shows fuel poverty in the Borders at 38%. This is a reduction from 39% (2012-14 data) and 43% (2011-13 data) and is an encouraging trend.
- Between 2010 and 2015 our area based schemes improved the energy efficiency of 11% of households in the Borders (8,422 installed measures across 5,842 households). Those measures resulted in estimated lifetime financial savings of £36.9m and estimated lifetime CO-2 savings of 157,587 tons.
- Since April 2015 an additional £3.5 million has been levered in to support solid wall insulation for around 470 households in Peebles, Innerleithen, Langlee and Tweedbank. Fuel bill savings are expected to be £175-£455 per year per household. There have also been a range of other measures including loft and cavity insulation, and a “home health check” project carried out in Burnfoot.

Unemployment

- The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016.

Developing the Young Workforce

- DYW project managers are now operational within Scottish Borders Council, the Regional DYW Industry group and Borders College.
- All secondary schools in the Borders have a dedicated DYW representative, with protected time to enable them to make connections with Further Education and local businesses.
- The establishment of a Developing the Young Workforce Industry-led Group using Scottish Government funding provides a new, more structured channel to engage with local businesses. Discussions will include how key sectors can recruit, retain and develop employees, as well as aiming to have a more effective match between Further Education/Higher Education supply and employer and learner demand.
- All nine secondary schools now have an active local business partnership developing work based learning opportunities for pupils and industry links for teachers.
- Agreement has been secured that DYW participation will be a requirement of Local Authority procurement contracts, under Community Benefits. Examples of current delivery include ESH Construction in Gala Academy, Morrison Construction in Kelso High and CH2M. Ongoing monitoring of the contribution made by employers is tracked by the Community Benefits

Coordinator.

- All schools have reviewed their offerings of vocational qualifications this school year and additional courses . Examples of new courses added include, Personal Development Award at Level 4 in Hawick High, the Certificate of Work Readiness in Berwickshire High and the development of targeted pathways to provide 'Skills for Life', for young people at Selkirk High. Gala Academy plan to introduce a new woodwork course and have created a STEM course which focusses on how maths and science are used in the real world. Peebles High now offers an SVQ in Hair & Beauty and 'Skills for Work' in Construction. Eyemouth High is delivering Hair & Beauty and an NPA in Horticulture for the first time this year, along with compulsory volunteering for all S6 pupils. Jedburgh Grammar has involved all S5 pupils in Saltire and plan to roll this out to all year groups over the coming years.

Opportunities for All

- This year 25 of our most vulnerable learners have been supported through an Activity Agreement and have progressed to positive destinations

Modern Apprenticeships

- Borders College obtained agreement to offer two of the new Foundation Apprenticeships in 2016/17. The College will review early adopter information and consider offering two additional Foundation Apprenticeships in 2017/18, potentially in STEM subjects

ATTAINMENT, ACHIEVEMENT AND INCLUSION

Early Years

- A project has been established to provide 1100 hours of childcare for each child by 2020. As part of this model, plans are in place to develop 5 new pilots for ELCC – targeting families who are out of work or in-work poverty. This model would provide 'all year round' early learning and childcare facilities. A successful trial of 'all-day' childcare has been taking place since January 2017 and is providing helpful information in relation to planning for future provision.
- Due to the success of a pilot with the Scottish Childminding association providing childminding for vulnerable families in rural communities, the project will be expanded to other areas.

Equity and Excellence

- 3 schools are currently in the Scottish attainment challenge (Burnfoot, St Margaret's and Hawick High School) Good practice in breaking the link between deprivation and attainment has been established including significant progress in literacy and numeracy which has been recognised nationally. This has been cascaded across all Scottish Borders schools.
- £1.8m pupil equity challenge will be received from the Scottish Government to focus on literacy and numeracy in P1 to S3. Funding will be distributed in respect of pupils who are entitled to free school meals. A separate attainment plan is being

progressed.

- Leader Valley School officially opens on Friday 3rd March 2017. This will provide a dedicated, purpose built school for pupils with autistic spectrum needs, allowing more children to be educated in the Scottish Borders.
- Free access leisure pass have been provided to all Looked After and Accommodate and Young Carers for Live Borders sites

HEALTH AND WELLBEING

- Public Health Inequalities Plan - Diabetes prevention: a pilot intervention with Live Borders, Health Improvement and the Diabetes Service commenced in January to offer health coaching to a group of recently diagnosed patients.
- Healthy Living Network is supporting the development of diabetes peer support groups in several localities, led by a third sector partner, Scottish Borders Senior Networking Forum.
- A full programme of Mental Health prevention activities are planned for Mental Health awareness week in May. This includes the launch of a resource guide and programme of community awareness and staff training sessions, to enable people to manage their own mental health and facilitate access to what's available in the community.
- Community based initiatives are being developed by the Health Improvement team, Community Learning and Development and the third sector to support women's mental health and to promote volunteering for wellbeing.
- A mental health programme for offenders is being explored through the community justice framework. The needs of families of offenders are also being developed as part of the joint parent support strategy.
- Initiatives are being developed to promote awareness and uptake of health screening programmes with harder to reach groups
- Health literacy is being promoted with a range of staff groups and through focused work in one Learning Community Partnership

HOUSING AND NEIGHBOURHOODS

- It is anticipated that in the region of 130 new homes will have been delivered in 2016-17.
- The Council agreed its new Strategic Housing Investment Plan 2017-22 in November 2016 prior to submission to Scottish Government. This is an ambitious document which identifies potential sites for up to 1192 units with an estimated investment value of £163M.
- Of particular note, is the intention to deliver 4 new build extra care housing developments in Duns, Galashiels, Hawick and Eyemouth. Eildon and Trust Housing Association have been selected to deliver these developments. It is intended that the Duns and Galashiels developments will be completed in 2019/20, with Hawick in 2020/21, and Eyemouth in 2021/22. Looking beyond the 2017-22 strategy period, it is intended to develop additional developments in Kelso and Peebles.
- The Council has established an Extra Care Housing Partnership Board to oversee the delivery of these developments and commissioning of the complementary care and support services.
- Since April 2016, 315 homeless applicants have secured an RSL Secure tenancy and 153 applicants have been

prevented from becoming homeless through the Council's housing options approach.

KEEPING PEOPLE SAFE

- Work is underway to review the delivery plan to ensure the relationship exists between Community Justice, Equally Safe, Police and Fire Plans underpinned by the Reducing Inequalities Strategy.
- The process will check objectives, measures, actions plans and annual calendar of interventions that cross cut partners within the Safer Communities Team.
- Domestic Abuse – A 3 year Big Lottery bid has been submitted to sustain the domestic abuse service. Part of the conditions of the bid required contributions from CPP partners. Feedback is expected in late March 2017. An additional funding request will be made to the Scottish Government in spring 2017.
- The Community Justice Outcomes Improvement Plan has passed through the CPP structure and is available for comment on the SBC web site. This consultation period closed on 28/1/17. Submissions will be considered along with feedback from community Justice Scotland. Milestones will need to be identified and the actions added into Covalent. The plan goes live on 1st April 2017.
- Criminal Justice Social Work have established a Through the Gate Integration Working Group to improve the synergy of services as people leave prison, including housing, financial information and health care.
- A separate Criminal Justice project to support individuals with convictions will complement the 'right track' employment work.

Resource Status

- Staff from across the CPP partnership are involved in the 5 Reducing Inequalities strands

Programme Status

- Key actions on-going

Issues and Risks

- Specific issues have been discussed and addressed at the Reducing Inequalities Delivery Board

Planned Activity in Next Reporting Period

- Commence a Fuel Poverty Plan for 2017-2020
- Review of the Tackling Poverty and Social Justice Strategy
- A Mental Health Programme for offenders being developed
- Early Years 2020 project being developed
- Pupil Equity Fund Plans being developed
- Additional foundation apprenticeships in STEM being considered at Borders College
- Domestic Abuse funding for 2017-2020 confirmed
- The Scottish Borders Community Justice Outcome Improvement Plan to be published
- Review the 'Keeping People Safe' delivery plan

Prepared by Jeanette McDiarmid

SBC, Depute Chief Executive (People)

Date 28/2/2017

FUTURE SERVICES REFORM GROUP

UPDATE TO STRATEGIC BOARD – 9 MARCH 2017

GENERAL

The Future Services Reform (FSR) group work continues to make strong progress across a number of areas and is opening up new areas of activity as the agenda develops.

However, further guidance on activities was sought from the Joint Delivery Team (JDT) on the operation of the group in terms of support for the agenda being progressed (or alternative areas of activity being proposed) and support to secure buy in from CPP partners and consistent attendance at FSR meetings – this was considered at the last LDT on the 15 February.

FSR Group (Main Group)

The main group last met on the 21 February and the agenda for this meeting was extensive, with three items of substance being considered:

- **CPP Branding** was covered following discussion and agreement at a previous JDT group meeting. Adam Drummond of SBC Communications lead this item which followed up on the agreement to revisit and refresh the previous 'Our Scottish Borders' branding that partners agreed still had merit but had fallen into abeyance. We considered what we need to do to refresh the brand, how we would share the resources amongst the CPP and how we would govern the use of the branding and materials for CPP purposes. Further action is being taken forward by a short life working group to progress these proposals, which also includes linking to social media channels.
- **Joint Leadership Development Proposals** – In this report a sub-group of the FSR asked for consideration of recommendations on a new co-ordinated approach to leadership development training to strengthen our collective leadership capacity across the Borders. This idea has grown out of this group being challenged to think about how we can better co-ordinate our training efforts, plug gaps in the training offer available to organisations in the Borders and also use eLearning resources more extensively locally to aid workforce development. Helen Clinkscale (NHS Borders), Andries Fourie (Borders College) and Andrew Frost (SBC) presented these proposals. The idea met with broad agreement at the meeting and the sub-group were tasked to highlight these opportunities through the IJB and CCP process, as well as engaging with Scottish Enterprise. Further work is now being taken forward to develop a more detailed business case to support the development of these ideas.
- **Digital Skills** - David McNeil (SCVO) and Stephen Roy (SBC) led on this item to look at the SCVO Digital Charter which has been developed nationally to promote digital skills within organisations and communities across the country. Information

can be found at - <http://digital.scvo.org.uk/participation/projects/> This was the first stage at looking at how we can support CCP partners digital transformation efforts and provide support and awareness across our communities in terms of bridging the digital divide. It was agreed that a piece of work was required to map the current activities in this area, to inform what the CCP could most usefully do promote digital skills across our communities. David agreed to work with Stephen and the FSR group in taking this forward.

SUB GROUP ACTIVITY

Property & Assets

Following the proof of concept of collating property asset data across CCP partners as part of the Hawick pilot, this group has been focussing on progressing the development of Locality Asset Strategy's in order to comply with the requirements of the Community Empowerment Act. A series of consultative events are being delivered to engage with community voices across the localities so that better informed decisions can be made to match community aspiration regarding the use of assets with the pattern and use of property assets owned by CPP partners.

Further events are planned over the next few months to develop these localities strategies by October of this year.

Procurement & Community Benefit

This group last met on the 24 January. This was the final meeting of this group as a formal sub-group of the FSR group. However, members agreed that the work of the group would continue outwith the formal CPP structures and would focus on sharing best practice on procurement and community benefit and organising joint events and activities. The group agreed they could still feed output and issues from their work into the CCP structures though the FSR group.

This sub-group has been successful in co-ordinating a collective procurement calendar, facilitating community benefit agreements and organising 'meet the buyer' events. It is planned that a report of these activities is brought to a future Strategic Board meeting.

OTHER ISSUES

In addition to guidance from JDT members regarding the activities being pursued by the FSR group and consistent membership I am also looking for the thoughts of JDT member on the following items which were initially earmarked for this group to progress, but which have not been actioned to date:

- **Health and Social Care Integration** – it was initially envisaged that, although this complex process has its own governance structures, we could use the FSR as a way of this activity reporting into the CPP structures. The thinking behind this was that this is a major area of work and the most significant example of seeking to put the ‘Christie Commission’ principles into practice, and it would therefore be assisted by being linked to the CCP process. This is an issue that needs to be resolved?
- **Shared Services** – Again, in the spirit of pursuing the ‘Christie’ objectives, this item was flagged up as a possible area of interest. However, to date, there has been little appetite to consider this issue in these collective groups. Should work on potential areas for shared services across the CPP be progressed? If so, what areas should be considered to commence these discussions?

Nile Istephan - Chair – Future Services Reform Group

3 March 2017

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