

# Public Document Pack



## EXECUTIVE COMMITTEE TUESDAY, 5 DECEMBER 2017

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 5 DECEMBER 2017 at 10.00 am

J. J. WILKINSON,  
Clerk to the Council,

28 November 2017

<b>BUSINESS</b>		
1.	<b>Apologies for Absence</b>	
2.	<b>Order of Business</b>	
3.	<b>Declarations of Interest</b>	
4.	<b>Minute</b> (Pages 3 - 12)  Consider Minute of Meeting held on 21 November 2017 (copy attached).	
<b>ECONOMIC DEVELOPMENT BUSINESS</b>		
5.	<b>Economic Development Update</b> (Pages 13 - 16)  Presentation on recent Economic Development progress by the Chief Officer Economic Development. (Briefing note attached.)	20 mins
6.	<b>Visit Scotland iCentre Update</b> (Pages 17 - 22)  Consider report by Executive Director (copy attached).	15 mins
7.	<b>Scottish Borders Council Events Plan 2014-2020-Update Report</b> (Pages 23 - 48)  Consider report by Executive Director (copy attached).	15 mins
8.	<b>Hawick Action Plan - Update</b> (Pages 49 - 64)  Consider report by Executive Director (copy attached).	15 mins
9.	<b>Any Other Items Previously Circulated</b>	
10.	<b>Any Other Items which the Chairman Decides are Urgent</b>	

11.	<p><b>PRIVATE BUSINESS</b></p> <p>Before proceeding with the private business, the following motions should be approved:-          “That under Section 50A(4) of the Local Government (Scotland) Act 1973, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 7A to the aforementioned Act”.</p>	
12.	<p><b>PRIVATE - Borderlands Initiative</b> (Pages 65 - 70)</p> <p>Consider report by Executive Director (copy attached).</p>	15 mins
	<p><b>Economic Development theme additional Membership of Committee:- Mr J. Clark, Mr G. Henderson</b></p>	

**NOTES**

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

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**Membership of Committee:-** Councillors S. Haslam (Chairman), M. Rowley (Chairman - Economic Development) S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, W. McAteer, T. Miers, S. Mountford, G. Turnbull and T. Weatherston.

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**SCOTTISH BORDERS COUNCIL  
EXECUTIVE COMMITTEE**

MINUTES of Meeting of the EXECUTIVE COMMITTEE held in Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 21st November, 2017 at 10.00 am

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Present:- Councillors S Haslam (Chairman), S Aitchison (Vice-Chairman), G Edgar, C Hamilton, W McAteer, S Mountford, T Miers, M Rowley, G Turnbull, T Weatherston.

Apologies:- Councillor E Jardine.

Also present:- Councillor H Anderson, S Bell, H Scott.

In Attendance:- Executive Directors (P Barr and R. Dickson), Chief Officer – Roads, Service Director Customer & Communities, Service Director HR, Financial Services Manager, Passenger Transport Manager, Infrastructure Manager, Democratic Services Team Leader, Democratic Services Officer (J Turnbull).

1. **MINUTE**

The Minute of the meeting of the Executive Committee of 7 November 2017 had been circulated.

**DECISION**

**APPROVED for signature by the Chairman.**

**MEMBER**

Councillors Aitchison and Rowley joined the meeting following consideration of the item above.

2. **STREET LIGHTING ENERGY EFFICIENCY PROJECT (SLEEP)**

There had been circulated copies of a report by the Chief Officer – Roads updating on the delivery of the “spend to save” Street Lighting Energy Efficiency Project, (SLEEP). The report explained that the initial project aimed to deliver the conversion of 13,500 traditional street lights to LED, between April 2014 and March 2020 using a total Capital funding allocation of £5.0m. Between 2014 and 2015 the Council had reviewed its current Capital Spend profile for this project in order to accelerate the programme for the installation of replacement lanterns. This acceleration in programme profile had reduced the length of the project to four years bringing the project completion in March 2018, two years earlier than anticipated. In 2015/16 a Project Business Case for SLEEP Phase 2, proposed replacing the remaining street lighting lanterns, illuminated signs and bollards with an LED alternative. An additional investment of £1.2m was allocated for Phase 2 of the project with the date for completion aligned with Phase 1 in March 2018. In response to questions, the Asset Manager advised that current column placement was determined by Lighting Standards. With regard to the use of double headed lanterns he clarified that these could be used where there was an inadequate covering of light. In answer to a question regarding the illumination of street signage, the Street Lighting Team Leader clarified that the criteria for signage was covered by traffic regulations.

**DECISION**

**(a) NOTED:-**

- (i) **The extension to the original Street Lighting Energy Efficiency Project and the accelerated progress that has been made in the delivery of the overall project.**
  - (ii) **that ongoing investment in the Capital Financial Plan would be required to upgrade identified lighting columns of limited remaining life; and**
  - (iii) **the estimated savings of £1.274m in the overall cost of the project.**
- (b) **AGREED the reallocation of the £1.274m savings to:**
- **replace the street lighting asset where the current column placement did not allow new LED fittings to provide an adequate coverage of light during the hours of darkness to the value of £730,000 to be delivered in 2018/19, with Virement for a timing movement of the budget to 2018/19.**
  - **convert ongoing developments which, due to the time of their approval, would result in traditional sodium lanterns being adopted by the Council to the value of £135,000 which would be delivered as a phased approach in line with the permitted developments, with Virement for a timing movement to 2018/19; and**
  - **the virement of the identified savings of £409,000 to the Council's Emergency and Unplanned Capital fund in 2017/18.**

### 3. **TRANSPORT SCOTLAND CONSULTATION ON CONCESSIONARY TRAVEL 2017**

3.1 There had been circulated copies of a report by the Service Director Regulatory Service advising of a consultation currently in circulation on concessionary travel commissioned by Transport Scotland. The report advised the closing date for responses was 17 November 2017. However, Scottish Borders Council had been given a special dispensation by Transport Scotland to submit a response after this paper had been discussed by Elected Members. A copy of the full consultation was attached as Appendix 1, to the report, with officers' recommended responses to the consultation questions provided in Appendix 2. The main points within the body of the consultation related to:

- the increase of the qualifying age for women travellers to 65 to bring this in line with the State Pension qualifying age,
- Free travel for Modern Apprentices, and
- Introduction of companion cards for disabled children under five years of age

3.2 The Committee queried the suggested response to question 4 of the consultation that the Council were not in favour of providing free bus travel to Modern Apprentices. The Passenger and Transport Manager clarified that although the Council were supportive of the Modern Apprenticeship scheme, the availability of free bus travel would be of limited benefit in a rural area. He suggested that it might be more equitable to provide a travel bursary that could be used towards the cost of any transport or the running costs of private transport. The Committee considered the question and asked that the response be changed to indicate that the Council were in favour of providing free bus travel to Modern Apprentices. However, it was agreed that the Leader and the Executive Member for Roads and Infrastructure, write to the Minister for Transport and the Islands highlighting the problems faced by Modern Apprentices in rural areas and seeking alternatives to free public transport.

**DECISION  
AGREED:-**

- (a) **to include within the response to the Consultation that companion concessions for blind persons be included in the revised future concessionary travel scheme;**
- (b) **the responses as detailed in Appendix 2 as the Council's submission to the Consultation, apart from question 4 which be amended to indicate that the Council was in favour of providing free bus travel to Modern Apprentices; and**
- (c) **to request the Leader and the Executive Member for Roads and Infrastructure write to the Minister for Transport and the Islands highlighting the problems faced by Modern Apprentices in rural areas and seeking alternatives to free public transport.**

**4. WINTER SERVICE PLAN FOR YEAR 2017/18**

There had been circulated copies of a report by the Service Director Assets and Infrastructure presenting a review of the performance of Scottish Borders Council's Winter Service during 2016/17, and presenting, at Appendix 1 to the report, SBC's Winter Services Plan for 2017/18. Scottish Borders Council provided a winter service on nearly 3,000km of roads across the Scottish Borders. The report advised that an annual Winter Plan had been prepared to outline the steps that would be taken to ensure that the roads network was safe, within available resources. The winter of 2016/17 was not particularly bad in terms of snow and ice, during December 2016, temperatures were milder than average in all areas, by as much as 3°C over parts of Scotland; in January 2017, Scotland and Northern Ireland were particularly dry and sunnier than the average and during February 2017, rainfall was closer to average generally, however rather wetter for much of southern Scotland and northern England. The Winter Service Plan for 2017/18 was similar in terms of policy, priorities, routes, call out arrangements and resource planning (although it should be noted that significant work was done on the plan prior to 2015/16, including public consultation). The Asset Manager highlighted that an additional 35 salt bins had been provided for 2017/18. Following the major review in 2009/2010; 1,050 salt bins were now located in the Scottish Borders. In response to questions, the Asset Manager advised that the Council did not hold a supply of salt bins, any requests received were evaluated and, if appropriate, ordered for the following Winter. In response to a question on the problems caused by people removing salt from the bins for personal use, Mr Richardson explained that this was difficult to manage and tended to be more prevalent in rural areas.

**DECISION:**

- (a) **NOTED the performance of the SBC Winter Service during 2016/17;**
- (b) **ENDORSED the Winter Service Plan for 2017/18; and**
- (c) **AGREED the amendments to the plan for Winter 2018/19.**

**5. INTRODUCTION OF CHARGES FOR STREET NAMING, HOUSE NUMBERING AND CHANGING A HOUSE NAME**

There had been circulated copies of a report by the Service Director Customer and Communities proposing the introduction of charging for requests for street naming, property numbering or naming, and property name changing (renaming), in line with many other Scottish Local Authorities. The report explained that under the Civic Government (Scotland) Act 1982, Scottish Borders Council currently undertook the processes required to name a new street, number or rename a property but did this at no cost to the developer, be that an individual, a commercial organisation or a social landlord. Almost half of Scottish Local Authorities had introduced charges for these services. Given current public sector financial constraints and the duty, under the Local Government in Scotland Act 2003, to secure best value, the Council had the right to introduce charging and cover the costs required to provide the service. With the ongoing tightening of public finances

and anticipated increases in house building, it was proposed that fees were introduced for those who made a request to name a street, number or rename a house, and that a more streamlined process was introduced to allow the collection of the information required to instigate and undertaken the process. In response to questions, the Service Director Customer and Communities advised that the FAQ guide on the Council's website would incorporate clarification that the charges reflected the cost of providing the service. With regard to phased payments for larger scale housing developments, she advised this could be discussed with developers if required.

#### **DECISION**

##### **AGREED:-**

(a) **to the introduction of charges to householders, developers and Registered Social Landlords (or any other individual or body who required this service) to cover costs associated with requests to name a street, number, name or rename a property and the introduction of an e-form for this purpose; and**

(b) **to set the following charging rates, for all requests made after 1 December 2017:**

<b>Street Naming:</b>	<b>£150 per street named</b>
<b>Property Numbering or Naming:</b>	<b>£75 per property</b>
<b>Property Renaming:</b>	<b>£75 per property</b>

#### **6. SOUTH OF SCOTLAND ENTERPRISE AGENCY - INTERIM ARRANGEMENTS**

There had been circulated copies of a report by Executive Director, Mr Dickson, updating Members on the establishment of an Interim Economic Partnership to lead the delivery of interim arrangements in advance of the new South of Scotland Enterprise Agency, and seeking agreement on a number of proposals to take these forward. Following completion of Phase 2 of the Enterprise and Skills Review, the Scottish Government announced the creation of a new Enterprise Agency for the South of Scotland and that the Agency would be a public body established via primary legislation. Given the long lead time to create a new public body, the Government also announced that it would establish interim arrangements so that momentum from the Review would not be lost. The interim arrangements had been the subject of extensive discussions between officers of all partners and the Scottish Government. Scottish Government Ministers had given a commitment that an interim approach would be put in place by end of 2017 to ensure that the South of Scotland benefitted from a new approach to economic development as soon as possible. The report explained that the Council's Executive Director, Mr Dickson, had been appointed by the Scottish Government as the Lead Individual to co-ordinate the partnership during the interim period. The Committee congratulated Mr Dickson on his appointment. Mr Dickson advised that the appointment was a two year secondment and he would still retain responsibility for economic development within the Council. He highlighted that this was a unique opportunity for the South of Scotland to make transformational impact on its economy and the wellbeing of its communities and citizens. In response to a question regarding whether the Council had sufficient resources to support the project, Mr Dickson advised that all partners had been asked to commit resources, mainly staffing, to support the Lead Individual and the Interim Economic Partnership as a priority.

#### **DECISION**

(a) **NOTED:-**

(i) **the arrangements proposed by the Scottish Government to support early delivery of services and the development of the South of Scotland Enterprise Agency in the period prior to its inception in April 2020;**

- (ii) that the Council had been invited by the Cabinet Secretary for Economy, Jobs and Fair Work to join the proposed Interim Economic Partnership; and
  - (iii) the contents of the Memorandum of Understanding that would establish the Interim Economic Partnership, as detailed in Appendix 1 to the report.
- (b) **AGREED:-**
- (i) that the Council should commit to the Memorandum of Understanding and join the Interim Economic Partnership that was being established to oversee and direct the interim arrangements;
  - (ii) that the Chief Executive, or her delegate, should represent the Council on the Interim Economic Partnership;
  - (iii) that in developing the budgets for 2018-19 and 2019-20, that allocations should be made to support the work of the Council through the Interim Economic Partnership during the interim arrangements for the South of Scotland Enterprise Agency;
  - (iv) that the Council should work with Scottish Government to ensure additional, new resources were made available to support the work of the Interim Economic Partnership and ensure early benefit from the development of the new Agency through the interim arrangements;
  - (v) that a report be brought before a future meeting of the Committee to allow Members to review and comment on the work plan developed by the Interim Economic Partnership;
  - (vi) that a report be brought before a future meeting of the Committee to consider options on how the Council might develop its relationship with, and influence over, the new South of Scotland Enterprise Agency; and
  - (vii) to receive further reports on the Interim Economic Partnership as proposals developed further.

**7. QUARTERLY CORPORATE PERFORMANCE REPORT - QUARTER 2 2017/18**

There had been circulated copies of a report by the Chief Executive presenting a summary of Scottish Borders Council's quarterly performance information with details contained within Appendix 1 to the report. The report advised that the Council had approved a Corporate Plan in April 2013, with eight priorities that it wished to address for the Scottish Borders over a five year period. In order to monitor progress against the eight priorities, a review of performance information was undertaken quarterly and presented to Executive Committee, as well as an annual summary in June each year. A summary of any changes made to performance indicators was provided at Section 4 of the report, followed by a high level summary of performance in Section 5. Appendix 1 provided more detail for each Performance Indicator (PI). The Policy, Performance and Planning Manager highlighted changes to performance indicators and confirmed that all information contained within the report and appendices was also available on the Council's website using the public facing part of SBC's Performance Management software (Covalent). This could be accessed at [www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance) and by clicking on "Scottish Borders Performs". With regard to the monitoring of complaints, the Service Director Customer & Communities explained that there had been no change to the way in which complaints were recorded since the introduction of the Complaints Handling process. However, enquiries about a service, for example dog

fouling, would not be escalated to the status of complaint unless a resolution had not been implemented. Councillor Haslam suggested that a breakdown of complaints by area be provided to Area Partnership Chairmen. Mrs Watters advised that a presentation on complaints could be provided at a future meeting.

## **DECISION**

### **AGREED:-**

- (a) To note changes to performance indicators outlined in Section 4 of the report; and**
- (b) to acknowledge and note the performance summarised in Section 5 of the report and detailed within Appendix 1, and the action being taken within services to improve or maintain performance.**

## **8. URGENT BUSINESS**

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

## **9. SAFER COMMUNITIES TEAM**

- 9.1 With reference to paragraph 4.1(c) of the Minute of 21 November 2017, the Chairman welcomed Mr Graham Jones, Safer Communities and Community Justice Manager. Mr Jones was in attendance to present to Members an overview of the Council's Safer Communities service. An organisational diagram was circulated at the meeting, which showed the Safer Communities Team and co located partners. Mr Jones began by advising that the total Safer Communities budget was circa £800k which was divided between the Team's core budget and generated income that funded the majority of the Domestic Abuse Service. He explained that the Service had to comply with legislation under the Antisocial Behaviour (Scotland) Act 2004, Data Protection Act 1998, the Community Justice (Scotland) Act 2016 and contributed to a range of plans and strategies creating latitude in its delivery profile. In his presentation, Mr Jones explained that a number of performance measures existed that would provide the committee with detailed information on performance already presented at the Police, Fire & Rescue and Safer Communities Board. He then outlined the Safer Communities Strategic priorities for 2016 to 2019 which were to reduce the level and impact of: crime and antisocial behaviour, gender based violence, poor driver behaviour, substance misuse, and, accidents in the home. The Safer Communities activities aligned with these priorities. It was suggested that the committee might have an interest in indicators which reflected and demonstrated the actual work of the team, increased the number of ASB early interventions by partners, reduced the number of persons being monitored for ASB and increased the number of mediation referrals. Mr Jones then discussed in more detail, the Safer Communities indicators proposed for each of these five priorities. For the gender based violence priority he explained this would mean the number of referrals to gender based support services, the number of repeat users of Domestic Abuse Advocacy Support, and those referred on to other support services. With regard to the Poor Driver Behaviour priority, the service proposed increasing the number of people from vulnerable groups who attended the Drivewise training programme. Mr Jones concluded his presentation by highlighting the breadth of partnership working within and beyond the scope of the team.

- 9.2 Councillor McAteer as Chairman of the Police, Fire and Rescue Board, highlighted the importance of partnership working and the Board's expectation to consider each of the priorities thematically to influence issues, particularly with regard to antisocial behaviour. In response to a question regarding how the impact of these proposals would be measured. Mr Jones gave, as an example, the Domestic Abuse service. There was still a high demand for the service, but the number of repeat victims who accessed the service, had reduced over time. In response to a question regarding antisocial behaviour repeat offenders, Mr Jones explained that there was a formalised process which included sharing



information with partners to consider appropriate interventions. There was also the option of an application to secure an Antisocial Behaviour Order should other remedies fail to temper behaviour. The Chairman commended the work of the Safer Communities Team and thanked Mr Jones for the informative presentation which had explained the services' multi-faceted role.

#### **DECISION**

**NOTED the presentation.**

#### **10. CORPORATE TRANSFORMATION PROGRESS REPORT**

There had been circulated copies of a report by Executive Director, Mr Dickson, updating on progress in developing and delivering the Council's Corporate Transformation Programme in the period to end October 2017 and setting out planned activity in the reporting period to January 2018. This was the tenth quarterly progress report since the Programme was established in February 2015. The current areas of work within the Programme were set out in the tracker in Appendix 1 under the 8 Corporate Priorities. It included a brief description of the purpose of each Programme, a summary of progress made to date over the last period (rating them Red, Amber or Green) and key milestones in the next quarter. Section 4 of the report set out the key highlights over the last reporting period. Detailed performance reporting infographics for each element of the programme were reported on a rolling schedule covering all 14 sub-programmes over an annual period. In this quarterly report, the performance reporting infographics were set out in Appendices 2 to 3 of the report. Members noted that the Digital Transformation Programme was rated Amber and were informed that it was anticipated that delivery of the Customer Portal would now take place in 2018 and that the roll out of Business World functionality continued.

#### **DECISION**

**NOTED the continued progress made in developing and delivering the Corporate Transformation Programme.**

#### **11. MONITORING OF THE GENERAL FUND REVENUE BUDGET 2017/18**

- 11.1 With reference to paragraph 7 of the Minute of 5 September, there had been circulated copies of a report by the Chief Financial Officer providing budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 September 2017 and explanations of the major variances between projected outturn expenditure/income and the current approved budget. The report explained that after the second quarter of 2017/18 the Council's budget overall was projecting a balanced position at 31 March 2018 with all known pressures being managed within the Council's overall 2017/18 revenue budget. The Council was managing a significant number of risks and pressures in the current year including delays in the delivery of a number of savings required in the 2017/18 budget. For this reason Corporate Management Team had agreed restrictions on discretionary budgets and the Chief Executive had written to managers regarding restrictions on discretionary spend for the remainder of 2017/18. This budgetary action aimed to mitigate any further budget pressures which might arise during the remainder of 2017/18 and maximised year end underspend opportunities to support transformational change going forward. The approach adopted around restricting discretionary spend towards the end of the financial year had been very beneficial to the Council in previous financial years.
- 11.2 In the last revenue monitoring revenue report it was highlighted to Members that work was ongoing to stabilise the new Business World ERP system. Work to enhance Business World functionality was progressing with CGI. Since the date of the last monitoring report good progress had been made with regard to the development of the Council's online reporting capability and budget monitoring reports were now in the process of being rolled out to budget managers. As at 30 September 2017, 78% of the savings had been delivered within the current year. The remaining 22% was profiled to be delivered during the remainder of 2017/18. Emphasis during the remaining six months of 2017/18 needed

to be placed on delivering as many savings as possible permanently as per the Financial Plan. Full details of pressures, risk and challenges were detailed in Appendix 1 to the report. Appendix 2 reflected virements required to realign budgets in line with current forecasts. Appendix 3 reflected earmarking of £1m which had been transferred to Allocated Balances to support the 2018/19 Financial Plan.

- 11.3 In response to a question regarding the classification of discretionary spend; Mrs Douglas advised that this was spend which was not essential for managers to run their service. With regard to the anticipated savings relating to Digital Transformation, Mrs Douglas explained that savings related to Business World would take longer to achieve than originally anticipated but would be delivered. Mr Dickson confirmed that CGI outcomes were being carefully monitored.

#### **DECISION**

**(a) NOTED:-**

- (i) the corporate monitoring position projected at 30 September 2017, the underlying cost drivers and the identified areas of financial risk as reflected in Appendix 1 to the report;**
- (ii) progress made in achieving Financial Plan savings in Appendix 4 to the report; and**
- (iii) the action taken by Corporate Management team to deliver a balanced budget in the current year.**

**(b) AGREED:-**

- (i) the virements attached as Appendix 2 in order to realign budgets in 2017/18 in line with current forecasts; and**
- (ii) the earmarking of budget from 2017/18 attached as Appendix 3 to the report.**

**12. BALANCES AS 31 MARCH 2018**

There had been circulated copies of a report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2017 and advising of the projected balances at 31 March 2018. The report explained that the unaudited Council's General Fund useable reserve (non-earmarked) balance was £5.842m at 31 March 2017. This reflected a balance of £5,638m in line with the approved Financial Strategy. The projected balance as at 31 March 2018 remained £5.63m. The Council's allocated reserve balance was £6.049m at 31 March 2017. The projected balance in the allocated reserve at 31 March 2018 was £3.147m as a result of approved planned draw downs and further allocations during 2017/18. £1m had been transferred from Earmarked Balances to Allocated Balances to reflect budget being allocated to support the 2018/19 Financial Plan. The total of all useable balances, excluding developer contributions, at 31 March 2018 was projected to be £18.910m, compared to £19.705m at 31 March 2017. The projected balance on the Capital Fund of £4.501m would be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year. Further detail of the balances and movements within the Council's funds were included within the report and Appendices.

#### **DECISION**

**NOTED:-**

- (a) the projected revenue balances as at 31 March 2018 as per Appendices 1 and 2; and**

**(b) the projected balance in the Capital Fund as per Appendix 3.**

**13. MONITORING OF THE CAPITAL FINANCIAL PLAN**

There had been circulated copies of a report by the Chief Financial Officer providing an update on the progress of the 2017/18 Capital Financial Plan and seeking approval for projected outturns, associated virements and the reallocation of funds. The monitoring tables in Appendix 1 to the report showed actual expenditure to 30 September 2017. The tables identified a projected net variance of £0.609m against the approved budget due to a gross down in the projection for Plant and Vehicle replacement, fully funded from the P&V Fund. The net budget timing movements to future years amounted to £1.138m, the most significant of which were £0.5m for Energy Efficiency Works and £0.350m for School Estate Block. Appendix 2 to the report contained a list of block allocations approved for this year and the approved and proposed projects to be allocated from them within the 2017/18 Capital Plan. Appendix 3 contained a summarised list of timing and budget movements within the 2017/18 Capital Plan. Appendix 4 contained a list of estimated whole project capital costs for single projects which would not be completed in the current financial year. It was likely that as the year progressed additional timing movements would be identified. Specific reports on key major projects would be presented to Committee over the coming weeks with a comprehensive update on estimated timing movements presented as part of the final 2017/18 monitoring report in February 2018. In response to a question regarding capital allocation to the Union Chain Bridge, Councillor Edgar advised that the £1m anticipated to be funded from the Council was dependent on Heritage Lottery funding, the application for which would be submitted on 1 December 2017.

**DECISION**

**(a) AGREED:-**

- (i) the projected outturns in Appendix 1 to the report as the revised capital budget; and**
- (ii) to approve the virements as detailed in Appendix 3 to the report.**

**(b) NOTED:-**

- (i) the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure under delegated authority detailed in Appendix 2 to the report;**
- (ii) the block allocations detailed in Appendix 2 to the report; and**
- (iii) the whole project costs detailed in Appendix 4 to the report.**

***The meeting concluded at 12.00 pm***

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## EXECUTIVE COMMITTEE – 5 DECEMBER 2017

### Economic Development Update

#### 1. Business:

- From August to October 2017 the Business Gateway team assisted **54 business start-ups**, of which 5 have met the new classification of 'Early Stage' growth. The Advisers have delivered 15 start-up workshops and 20 Growth workshops with 509 attendees.
- Business Gateway continues to work across the Scottish Borders meeting with a number of intermediaries (such as bank managers, accountants and solicitors), promoting the services for small businesses that are available through Business Gateway and the Council. In total 60 Intermediary visits have been held during the period.
- The first Scottish Borders Business Conference was held in October 2017 with 140 business attending along with a further 30 people. Nine individual workshops were held on the day as well as 3 main keynote speakers. There were requests from 12 businesses to work with Business Gateway following the event.
- For the period from 23 August 2017 to 14 November 2017, the **Scottish Borders Business Fund** received 11 applications and approved 8 grants valued at £23,825.27, supporting projects with a value of £49,712.15. These projects are forecast **to create 7.5 jobs** with a forecast **economic impact of £164,065 GVA**.

The **Scottish Borders Business Loan Fund** offers loans of between £1,000 and £20,000 over terms of up to three years. For the period from 23 August 2017 to 14 November 2017, the Loan Fund received 4 applications and approved 2 loans, valued at £40,000. These loans are forecast **to create 3 jobs** with an estimated forecast **economic impact of £108,636 GVA**.

#### 2. Regeneration:

- **Jedburgh Marketing** – a Jedburgh Marketing / Tourism business group has been established to help improve and promote the town centre. The Group has completed a tidy-up of key visitor areas in the town centre including Abbey Ramparts and the High Street with input from local businesses and volunteers. The Group is also progressing the development of the town website, new visitor leaflets, pop-up displays for empty shops and town entry signage.

- **Scottish Government Regeneration Capital Grant Fund 2017** –The Fund is aimed at providing new and/ or improved infrastructure through capital expenditure supporting projects in 2018/19 – 2020/21. The focus for Round 5 is for projects that are capable of starting in the financial year 2017/18 and of fully utilising the grant allocated for that financial year. Two applications were submitted at the first stage of the application process:
  1. Regenerating Galashiels - Great Tapestry of Scotland.
  2. Eastgate Theatre Extension & Refurbishment, Peebles.

The Great Tapestry of Scotland, Galashiels has been invited to progress to a Stage 2 application with a deadline in early December 2017. Notification will be given to applicants of funding recommendations by the end of February 2018.

- **Tweed Valley Tourism BID (Business Improvement District)** the Tweed Valley Tourism Consortium has been successful in securing Scottish Government Seedcorn funding for the development of a Tweed Valley Tourism Business Improvement District. The aim of the BID is for the Tweed Valley to be a recognised brand in the UK; to promote a year round events programme and to strive to be the greenest destination in the UK. The BID is seeking to capitalise on the world class mountain biking and events that take place in the Tweed Valley and ensure that a large range of other activities support and add diversity to the visitor offer in the area.

### 3. Tourism & Events

- **Midlothian Borders Tourism Action Group (MBTAG)** - This project has secured over £400k from Scottish Enterprise and the Borders Railway Blueprint to deliver tourism business-to-business activity over a two year period. Between September and November 2017, 2 business-to-business events have been delivered including a Tourism Showcase networking event at the Transport Interchange for businesses in Midlothian and the Scottish Borders.
- **Scottish Borders Tourism Partnership.** Cabinet Secretary, Fiona Hyslop used the Borders Railway to visit the Scottish Borders Tourism Partnership in Galashiels on 8 November 2017. Included in discussions, were the opportunities around the Tapestry, and the vision of the Group for future tourism growth. The group also celebrated welcoming their 500<sup>th</sup> member on the same day.
- **Tour of Britain** – The Tour of Britain evaluation report has now been completed. The estimated spectator figures at stage one in the Scottish Borders was: 7,000 in Kelso and 3,000 along the route. Total net expenditure has been calculated at £285k for the Scottish Borders and £627k for Scotland. Of the visitors, 70% were from Scotland, and 8% from England. 23% stayed overnight. As part of the next 5 year plan between SweetSpot and EventScotland, the next time the Scottish Borders could potentially host the Tour of Britain will be 2020.

- **Scottish Borders Heritage Festival (Lighting the Borders)** - The Festival secured funding of £93K, it delivered 204 events across 89 sites in the Borders which attracted 33,000 visitors (27% from outside the area). The event gained 'Signature' event status for the Year of History, Heritage and Archology.
- **Cycling Events** – The total number of cycling events which took place in the Scottish Borders totalled 44 (10 of these went through the SAG process).

#### **4. Funding:**

- **European funding** continues to be available to projects through the Scottish Borders LEADER and European Maritime Fisheries Fund 2014 – 2020 programmes. The UK and Scottish Governments have confirmed that applicants whose grant funding is agreed and contracted before the point of 'Brexit' will be able to complete their projects, even if the work is scheduled to take place after leaving the EU.
- The **LEADER Local Action Group** has approved grant funding of £1.62m so far in 2017, including 17 community, 3 farm diversification, 8 rural business development and 2 Enterprise Facilitator projects. Up to 10 applications are expected for consideration by the Local Action Group in January 2018.
- The **Forth Fisheries Local Action Group** has met 3 times and has recommended 6 projects to Marine Scotland, committing £264k of funding. In total, 22 Expressions of Interest have been received, with 3 not progressing. The latest FLAG committee was held on 23 November 2017, where 4 projects totalling £172k were considered.

#### **5. Property & Projects:**

##### **Galalaw Business Park:**

- This development is part of the Hawick Business Growth project which is being funded by Scottish Government. A feasibility study was undertaken by the Council's Architects in January 2017 and a planning application was lodged at the end of March. The first full design team meeting, involving external consultancies, took place at the end of April 2017 and the site investigation was undertaken in mid-May to enable further development of the site layout. An application for a Building Warrant was submitted in early July. Planning approval was awarded on 1 August. Following completion of all contract documents, bills of quantities and drawings, tenders were issued on 1 September 2017. Twelve tenders were received and the contract was awarded to local company Roger (Builders) Ltd of Earlston. Work is now starting on site, with a draft programme indicating completion by the summer of 2018.
- **Property** - 115 general property enquiries have been received to date in 2017/18. This has resulted in a total of 14 new property leases which will generate £65.5k in annual rental income for the Council. With regard to the Council's portfolio of leased industrial units, yards and shops, the occupancy level for the first quarter of 2017/18 is **86.6%**.

- The 115 property enquiries to date include 26 enquiries about purchasing plots. Of these, 7 are at the start of detailed exploration of business requirements and the cost implications. Sales are in hand for 2 enquirers from this year and 4 earlier enquiries. These sales are for plots at part-EU funded sites at Coldstream, Hawick and Lauder, and other employment land in Eyemouth, Hawick, Jedburgh and Kelso.

## **6. Low Carbon Economic Strategy**

- **Resource Efficient Scotland** – since adopting the current referral process between Business Gateway and Resource Efficient Scotland (RES), 30 businesses have been referred. The businesses are at a variety of stages of assessment from initial ‘Service Request’ to audit completion and implementation. One business has been successful in securing a capital contribution from the Carbon Trust to undertake a significant lighting upgrade project, and is now pursuing funding to develop a heat recovery initiative.

**Bryan McGrath**, Chief Officer Economic Development, tel 01835 826525.



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## **VISITSCOTLAND ICENTRE UPDATE**

**Report by Executive Director**

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### **EXECUTIVE COMMITTEE**

**5 December 2017**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 This report provides an update to members on how VisitScotland is responding to changes in the way visitors now access information and make holiday decisions and, in turn, how this is impacting on the performance of the manned visitor information service in the Scottish Borders.**
- 1.2 VisitScotland currently operates and manages three VisitScotland iCentres in the Scottish Borders, providing face to face information services, including an accommodation and ticketing service. The VisitScotland iCentres are partially funded via an annual Minute of Agreement (MOA) between Scottish Borders Council and VisitScotland.
- 1.3 Visitors are accessing information from a wide range of sources when they are in Scotland. Trends indicate that online usage for visitor information and booking will continue to rise. In line with this trend, Scottish Borders VisitScotland iCentres have experienced a general decline in footfall in recent years while there has been a significant rise in website visits and digital referrals to Scottish Borders businesses. Recognising the change in consumer behaviour and demand, VisitScotland has announced a new strategy for the provision of tourism information and the overall customer experience, looking at the best way to ensure that information is delivered to more people in more places using the channels that visitors use the most.

#### **2 RECOMMENDATIONS**

##### **2.1 I recommend that the Executive Committee:-**

- (a) Notes the changes to information provision in the Scottish Borders made by VisitScotland and welcomes the increased involvement of local tourism businesses in the VisitScotland Information Partners (VIP) Programme in the Scottish Borders; and**
- (b) Requests that a further report with recommendations for the location of the new regional hub for tourism information provision be presented to the Committee in 2018.**

### **3 VISITSCOTLAND INFORMATION CENTRES**

- 3.1 VisitScotland now operates three 'VisitScotland iCentres' in the Scottish Borders. The centres located in Jedburgh, Peebles and Hawick operate all year round. Melrose iCentre ceased to operate in March 2017 and Kelso iCentre closed at the end of the season in 2017. In addition, VisitScotland works in partnership with Scottish Borders Council and Live Borders to deliver an 'Information Point in Partnership' in Selkirk at Halliwell's House Museum, and with Eyemouth Museum Trust to deliver an 'Information Point in Partnership' in Eyemouth Museum.
- 3.2 Tourism is a key sector of the local economy, with an economic impact of £204 million annually, supporting approximately 4000 jobs (2016). About 1.85 million people visited the Scottish Borders in 2016, spending 3.85 million days in the area. Of these, 1.2 million were day visitors. The 2013-2020 National Tourism Strategy and the Scottish Borders Tourism Partnership's new Tourism Strategy and Action Plan aim to grow visitor spend by 20-30% to contribute to sustainable economic growth.

### **4 REVIEW OF OPERATIONS**

- 4.1 Visitors are accessing information from a wide range of sources when they are in Scotland. The use of new technology has grown to become one of the most innovative and integral parts of modern consumer behaviour. Trends indicate that online usage for visitor information and booking will continue to rise. These changing patterns of visitor behaviour have led to a decline in footfall at VisitScotland iCentres across the country.
- 4.2 In October 2017, Visit Scotland announced a new strategy to address the new and diverse ways in which visitor's access information. Rather than cutting back on information provision, VisitScotland, in partnership with Scottish Borders Council and local tourism businesses, is aiming to provide more information, to more visitors through even more outlets than at present.

The new strategy will be implemented over a two-year period and includes:

- A new regional hub. The location of the hub will be decided by VisitScotland, stakeholders and industry over the next few months. In the meantime, Jedburgh, Hawick and Peebles iCentres will continue to operate as normal.
- A significant increase in the number of digital channels providing content on places to visit and stay.
- A new partnership with Live Borders to identify key locations where visitors seek out information, such as libraries or museums. Heart of Hawick Visitor Information Centre will change hands and be fully operated by Live Borders by March 2019. As Live Borders has a presence in every town, it is very well placed to provide an enhanced visitor information service, beyond the current offer.
- An increase in the number of VisitScotland Information Partners (VIP programme). The VIP programme has been developed to recognise and support the great effort that businesses across all sectors undertake to bring Scotland to life and help our visitors make informed choices to ensure they get the most from their visit. At present, there are 81 businesses in the Scottish Borders who deliver this service, including. Abbotsford, Melrose Abbey and Johnston's of Elgin in Hawick. The VIP programme is currently

open to all Quality Assured businesses, community groups and social enterprises. The new strategy will increase the number of outlets at which visitor information is available.

- 4.3 VisitScotland has provided an updated set of visitor figures for the iCentre's in 2016/17. There have been some positive increases in footfall in Peebles and Hawick, and stable numbers in Jedburgh. However, Scottish Borders VisitScotland iCentres experienced an overall 28% decline in booking numbers in 2016/17 from the previous year. They also saw a 32% fall in booking income made in the same period. The footfall and booking numbers results for 2016/17 are set out in Appendix 1. The time series data in Appendix 1 also demonstrates the significant changes that have occurred over the last seven years.
- 4.4 In addition to the iCentre provision, there are now a number of 'Interactive Screens' available for use by visitors at sites in attractions and key outdoor locations across the Borders. These screens are available in Tweedbank, Melrose, Eyemouth, Hawick, Abbotsford and Stow, as well as Kelso and Galashiels. VisitScotland has noted that the Information Points in Partnership in Selkirk and Eyemouth will continue to be reviewed on an annual basis.

## **5 NEXT STEPS**

- 5.1 The VisitScotland strategy includes a commitment to provide high quality information and inspiration to more visitors than ever before, through the channels that they use the most. This will include investment in, and development of, its digital channels to ensure that visitors can find, click on, and spend more in the local economy. VisitScotland is aiming for closer working with local businesses so that visitors can access good information from local experts.
- 5.2 Officers will work with VisitScotland over the next 3-6 months to identify options for the new regional hub, identified in 4.2 above. The location of the hub will be decided by VisitScotland, stakeholders and industry over the next few months. A further report will be presented to Committee in 2018 providing recommendations on the best location and format for the new regional hub.

## **6 IMPLICATIONS**

### **6.1 Financial**

- (a) The VisitScotland iCentres in the Scottish Borders are funded via an annual 'Minute of Agreement' between VisitScotland and Scottish Borders Council. This details the delivery of regional VisitScotland marketing and visitor information expenditure for the Scottish Borders. The 2017/18 Minute of Agreement committed £107,000 from Economic Development budgets towards regional marketing and visitor information activity. This provides an annual commitment of £56,000 towards the iCentres and £51,000 towards the regional marketing budget. The breakdown of this funding will be carefully considered as part of the negotiations for the 2018/19 Minute of Agreement to ensure the most effective support for the tourism sector.

- (b) Additional interactive screens have now been installed. This project was funded through the Council using 'Smarter Choices' sustainable transport funding. There will be additional expenditure required to supply any new information screens. Any changes to VisitScotland services and delivery systems will be financed by VisitScotland.

## 6.2 Risk and Mitigations

There is a reputational risk to the Council if the VisitScotland iCentres are not well used, not seen to be embracing new technologies or are not able to properly address users' requirements. This will be mitigated by undertaking an effective and ongoing annual review process in partnership with VisitScotland.

## 6.3 Equalities

An equalities impact assessment will be carried out on the new touchscreen information provision in areas where they are planned to be installed.

## 6.4 Acting Sustainably

The provision of accessible, high quality tourist information helps to ensure that the visitor experience of those coming to the Scottish Borders is memorable. Continuing to support appropriate visitor information in key locations across the Scottish Borders helps to support the tourism sector and the businesses and jobs that rely on it.

## 6.5 Carbon Management

There are no direct implications for the Council's carbon emissions from this proposal.

## 6.6 Rural Proofing

Rural proofing is not required because this project does not change Council strategy or policy.

## 6.7 Changes to Scheme of Administration or Scheme of Delegation

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

## 7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council have been consulted and their comments have been incorporated into the report.

### Approved by

**Rob Dickson**  
**Executive Director**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
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**Background Papers:** None

**Previous Minute Reference:** Executive Committee, 1 November 2016

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

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## Appendix 1

### VisitScotland iCentres Data – Scottish Borders

FOOTFALL	'16/17	'15/16	'14/15	'13/14	'12/13	'11/12	'10/11
Jedburgh	26,933	26,861	30,558	33,646	32,153	32,536	29,373
Hawick	17,947	17,240	15,105	14,872	15,157	14,201	13,779
Peebles	23,185	21,760	26,193	26,251	27,385	27,594	36,984
Melrose	9,461	5,067	8,117	15,312	16,431	14,975	23,498
Kelso	12,776	13,192	15,611	15,261	14,943	15,968	18,026
<b>TOTAL</b>	<b>90,302</b>	<b>84,120</b>	<b>95,584</b>	<b>105,342</b>	<b>106,069</b>	<b>105,274</b>	<b>121,659</b>

BOOKING NUMBERS		2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Jedburgh	59	119	162	131	147	225	270
Hawick	13	29	57	47	41	72	64
Peebles	78	63	35	141	63	107	169
Melrose	0	11	30	88	55	115	192
Kelso	24	21	27	14	21	45	43
<b>TOTAL</b>	<b>174</b>	<b>243</b>	<b>311</b>	<b>421</b>	<b>327</b>	<b>564</b>	<b>738</b>

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## **SCOTTISH BORDERS COUNCIL EVENTS PLAN 2014-2020 – UPDATE REPORT**

**Report by Executive Director**

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### **EXECUTIVE COMMITTEE**

**5 December 2017**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 This report presents an update on the Council's Events Plan 2014-2020.**
- 1.2 The Council successfully facilitates and supports the delivery of a wide range of regional, national and international events. This coordinated and targeted approach to promoting events in the Scottish Borders has had a significant impact on the economy, generating an estimated economic impact of almost £6 million in 2017.
- 1.3 These events raise the profile and enhance the reputation of the Scottish Borders, and deliver social and community benefits. The regional tourism strategy and action plan highlights events as a key success factor in attracting more visitors to the area, and encouraging them to do more, spend more and return more often.
- 1.4 The updated Events Plan 2014-2020 set out in Appendix 1 and Appendix 2 outlines the approach to prioritising event support activity and highlights key achievements to date.

#### **2 RECOMMENDATIONS**

##### **2.1 I recommend that the Executive Committee:**

- (a) Notes the achievements and progress made in relation to the Scottish Borders Council Events Plan 2014-2020;**
- (b) Agrees to continue to support the events sector to maximise economic impact and legacy through delivery of the Scottish Borders Council Events Plan 2014-2020.**

### 3 SCOTTISH BORDERS COUNCIL'S EVENTS PLAN 2014-2020

- 3.1 In November 2016, the Council's Executive Committee considered a report on the Scottish Borders Council's Events Plan 2014-2020. The 2014-2020 Plan outlined the vision that: By 2020 the Scottish Borders is seen as 'a stage' for significant events that raise the profile of the area and create sustainable economic benefits.
- 3.2 The overall aim of the Events Plan 2014-2020 is to work together to develop the reputation of the Scottish Borders as an excellent host for a wider variety of events. In order to achieve this and maximise the wider tourism and economic benefits, a number of key objectives were identified:
- To support the development of events
  - To encourage effective event promotion and marketing
  - To ensure events are evaluated so we understand their economic impact
- 3.3 The Events Plan 2014-2020 sets out the Council's approach for the support, development, delivery and measurement of the impact of events in the Scottish Borders for the period 2014-2020.

### 4 SCOTTISH BORDERS COUNCIL'S EVENTS PLAN – 2017 UPDATE

- 4.1 The Scottish Borders Council's Events Plan 2014-2020 is set out in Appendix 1. It is ambitious and proposes targeting support towards events that have the greatest regional and national impact. The approach aims to maximise financial leverage from EventScotland and other partners, as well as maximising social, cultural and environment benefits. The coordination and management of the Events Plan is led by Scottish Borders Council. However, successful event delivery requires a partnership approach with ambitious event organisers and national agencies as well as local businesses and communities. The Council will continue to work with partners to grow existing events and bring new, exciting events to the area. This will build on the rich heritage of events currently in the Scottish Borders, and also encourage new and different events that can offer a unique experience to visitors.
- 4.2 Using this partnership approach, significant progress has been made with regard to the delivery of the Plan. Appendix 2 provides a summary of this progress. Some of the key highlights this year have been:
- **Melrose Rugby 7s** – Return of the Veterans Tournament. A new Universities match played between Edinburgh and St Andrews prior to the final. The University element will be expanded and developed in 2018 to keep the tournament fresh and innovative. Attendance numbers were circa 10,000, having an economic impact of £433,000 for the specific development area the grant was used for.



- **Borders Book Festival** continues to deliver a high profile event, with high profile authors expanding their event offering with food, drink and entertainment. The organiser's target for 2017 was to attract higher profile sponsors and also develop an 'individual giving' scheme to help with sustainability. Overall Economic impact was £2,282,274.
- **Tour of Britain Stage 1** Finish at Kelso. The event was featured on Eurosport with spectacular views of the area. Crowd estimates were 7,000 in Kelso town and 3,000 outwith along the route. Overall Economic impact was £280k.
- **Tour o' the Borders**, now in its fourth year had 2086 participants and just over 5,000 visitors, the economic impact was £524,500.
- **TweedLove Festival** once again attracted a record number of participants and spectators. The Enduro 'weekend' continues to grow and the estimated economic impact was £112k with 600 competitors. This will be further developed in 2018 with a new National event from the British Enduro Mountain Bike Association'. The overall TweedLove economic impact was £750k.
- **Scotland's National Beef Event** attracted approximately 3,000 attendees, with 75% from outside the Scottish Borders.
- **Brick and Steel County Rally**, Jedburgh secured British Rally Championship status for 2017. The event attracted significant media coverage (preview media estimated at 11 million readers/viewers with a value of £510,700). There were live broadcasts on ITV Borders News and Channel 4, viewership reached 130,000, and social media reached 39 million. There was an economic impact of £75k.
- **Return to the Ridings Website** (improved). The website has been updated and refreshed with added links to the Heritage Hub in Hawick to promote Scottish Ancestry. The information is up to date and there is a live Twitter feed. It is now a much more user friendly website.
- **Scottish Borders Heritage Festival** secured £20k from EventScotland as a Signature Event in the Year of History, Heritage and Archelogy. Total attendance was 33,000 of which the estimated unique visitor number was 12,000. The overall economic impact was £1,450,000 with almost 30% from outside the area.

4.3 The Council identified a range of actions within the Event Plan 2014 - 2020. Actions were prioritised around those that would deliver significant economic impact and for which resources were available; and actions for which resources were still to be identified. In terms of overall delivery, the Council has made positive progress with the majority of the actions within the staff and financial resources available. Some actions are ongoing and will continue to be developed and implemented.

- 4.4 The Borders Railway has impacted on events in the area, most notably the Borders Book Festival and Melrose 7's. Both organisations have worked closely with Scotrail developing special packages along with Scotrail providing extra train capacity (Melrose 7's). The Book Festival promoted their event through Scotrail's Club 50 and also Scotrail's general database (circa 900,000 subscribers). Further event development linking to the Borders Railway includes a proposal for a 'Race the Train' cycling event for 2018 or, more likely, 2019.
- 4.5 This coordinated and targeted approach to promoting events in the Scottish Borders has had a significant impact on the economy. The combined economic impact of events part-funded by the Council in 2017 is estimated to be almost £6 million based on the national EventIMPACTS model.

## **5 IMPLICATIONS**

### **5.1 Financial**

- (a) The Economic Development Service currently has an annual budget of £100,000 to support strategic events development in the Scottish Borders. This is separate to the direct financial support to local Common Ridings and Festivals. The Economic Development team has a dedicated 0.5 FTE Events Strategy Officer post to provide business and event management advisory support for key regional events, as well as events development. Additional officer input from Economic Development is also provided as required for key event co-ordination activity.
- (b) It is important to acknowledge that as well as the £100,000 that Economic Development invests each year, there is considerable in-kind support for events from a range of services across the Council. This includes Emergency Planning (Safety Advisory Group), traffic management, street cleansing, licensing, communications and other services. As budget pressures increase in future, it may prove more difficult to provide these services on an in-kind basis.
- (c) The financial support provided by the Council for the development of events has a proven impact and helps the events add value to the local economy. By co-ordinating activity across the Council and working in partnership with event agencies and key local event organisers, the Scottish Borders events calendar continues to grow. However, there are challenges within the sector in relation to the size and scope of sustainable events, the limited infrastructure and increasing competition from across the UK and globally.

### **5.2 Risk and Mitigations**

- (a) Event development is a priority in the Scottish Borders Economic Strategy 2023 and in the Scottish Borders Tourism Strategy and Action Plan. A committed resource is required to continue to develop individual events, and the area as a whole, as a national and international events destination.

- (b) Lack of support to local events potentially risks the successful delivery of events and reduces economic impact. Competition from other regions in the UK, as well as abroad, means that the public and private sector need to work effectively together to ensure the Scottish Borders is providing the best possible 'support package' for events. It is important to note that the Council does not generally deliver these individual events and is therefore not responsible for the risks associated with the events.

**5.3 Equalities**

An equality impact assessment (EIA) is not required as this report relates to the continuation of the existing event development support service. A key aspect of the Council's Economic Development Team's work is to reduce barriers to economic inequality and information on service delivery to equalities groups is monitored.

**5.4 Acting Sustainably**

Event development delivers a number of key outputs and outcomes that deliver economic benefit and benefits to help sustain local communities.

**5.5 Carbon Management**

Event development support includes advice on the potential impacts of events on carbon emissions. Where possible, event organisers will seek to encourage reduced emissions by providing accessible local information linked to environmental sustainability policies ISO 20121.

**5.6 Rural Proofing**

Rural proofing is not required because this project does not change Council strategy or policy.

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

There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

**6 CONSULTATION**

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council have been consulted and their comments were incorporated into the report.

**Approved by**

**Rob Dickson**  
**Executive Director**

**Signature .....**

**Author(s)**

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**Background Papers:** None

**Previous Minute Reference:** Executive Committee, 1 November 2016

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

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# Appendix 1

## **SCOTTISH BORDERS COUNCIL**

### **EVENTS PLAN 2014 - 2020**

#### **2017 Update**

2017 Update: November 2017  
Economic Development, Scottish Borders Council

## 1. Introduction

Events are recognised as an important part of the social and economic life of communities. They have the potential to enrich lives, attract visitors, and add significantly to the economic vitality of an area. Events help us celebrate our cultural identity and heritage, and are increasingly based on our rich natural heritage.

The Scottish Borders Council Events Plan reinforces a strategic approach to events across the Scottish Borders.

In 2015, EventScotland published its updated 'Scotland The Perfect Stage', the national event strategy. 'Scotland The Perfect Stage' comprises the Events and Festivals aspect of 'Tourism Scotland 2020', a strategy for the tourism industry established by the Scottish Tourism Alliance.

The revised 'Scotland The Perfect Stage' strategy focuses on:

- Promoting the importance to successful events of communities and partnerships between the public, private and third sectors.
- Sustaining support for investment for events from private, public and third sectors.
- Working together to tackle inequality.
- Better consideration of transport links, technology and accommodation within long term event planning.
- Using events to promote Scotland to the wider world.
- Continuing to develop existing Scottish events, as well as securing one-off events.
- Recognising events as a driver of Scotland's visitor economy.
- Developing the industry through further higher, post-graduate and CPD courses, as well as the exchange of best practice.
- Improving how the economic, social, environmental and promotional value of events is evaluated.

The national strategy for delivering the vision and fulfilling the mission has two components,

- I. To utilise and develop the assets that Scotland has which make it 'The Perfect Stage' for events:-
  - Our people
  - Our cultural identity and heritage
  - Our natural environment
  - Our built facilities
  - Our signature events
- II. To deliver a portfolio of events which provide world leading authentic experiences for residents and visitors:-
  - Authentic experiences
  - Events
  - Residents and visitors

In 2017 the 'Mega Event Policy Framework' was developed to ensure the world's biggest events continue to be regularly hosted in the UK, the Scottish Borders has already benefited from inclusion in Commonwealth and Olympic Games activities.

The Scottish Borders Council Events Plan links directly to the national Events Strategy, and to regional economic, tourism and sports strategies, and the Single Outcome Agreement to sustain and grow economic activity in key sectors of the Scottish Borders economy.

The Tourism Strategy and Action Plan for the Scottish Borders include Events as a key driver for attracting visitors to the area and crucially to encourage people to return to the Scottish Borders.

The Cycling Strategy and Action plan developed in 2016 reviewed activity to date whilst looking at the bigger opportunity developing an Action Plan using cycle tourism and events as a means to increase economic benefit to the Scottish Borders.

These strategic documents recognise that the 'events product' has a fundamental part to play in developing and growing the tourism sector. In this sense, the objectives of any event are two-fold:

- To deliver the specific objectives of the event itself – and these can range from cultural and sporting objectives, to tourism and community development objectives; and, crucially;
- To maximise the economic development impacts from the event.

## 2. Scottish Borders Council Events Plan

### 2.1 Our Vision

Through discussions with the Council's Event Coordination Group, the following vision has been developed:

**By 2020 the Scottish Borders is seen as 'a stage' for significant events that raise the profile of the area and create sustainable economic benefits.**

### 2.2 Strategic Aim

Scottish Borders Council will seek to deliver this vision by developing national and international events in partnership with EventScotland and working across the public, private and voluntary sectors. The aim is:

**To work together to develop existing events and create new, exciting events, endorsing the Scottish Borders unique selling points (USP), targeting events with a significant economic impact as well as promoting stronger communities and embracing 'Ambitious for the Borders' priorities.**

### 2.3 Objectives

The overall aim is to work together to develop the reputation of the Scottish Borders as an excellent host for a wider variety of events. In order to achieve this and maximise the wider tourism and economic benefits, a number of key objectives emerge:

- A. To support the development of events**
- B. To encourage effective event promotion and marketing**
- C. To ensure events are evaluated so we understand their economic impact**

The Council in previous years moved away from being directly involved in the delivery of events so wider 'legacy' impacts could be successfully exploited and harnessed. In order to link events activity closer to tourism and economic development, developing events with an economic development focus.

Fundamentally we want to bring new, exciting events to the area, and help them to grow and become sustainable. The Council's focus will be on enabling new events to develop and grow, so that over time its resources will continually shift from existing events towards new events.



The tourism growth opportunity is driven by unique and authentic experiences that visitors can seek out in our area. Therefore, we must build on the rich heritage of events that we currently have in the Borders, but we must also encourage new and different events that can offer that fresh, unique experience to tourists

### 3. Opportunities for Strategic Events

#### 3.1 Key Event Opportunities

From the review of previous event activity, discussions with EventScotland and discussions with local event organisers, the following Event Opportunities have been identified:

	<b>Event Opportunity 2014-2017</b>	<b>Event Opportunity 2017-2020</b>
Event opportunities	<ul style="list-style-type: none"> <li>• Homecoming - 2014</li> <li>• Commonwealth Games 2014</li> <li>• Cycling – Tour of Britain/ Tour de France (Yorkshire) Cycling Strategy</li> <li>• TweedValley DMBinS Development</li> <li>• New Year and winter months</li> <li>• Others including sport, heritage, arts and culture</li> <li>• Focus Years</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Scottish Government Focus Years: Year of Young People 2018, Scotland’s Coasts and Waters 2020</li> <li>• Borders Railway event specific opportunities</li> <li>• Borders Railway Steam Train opportunities</li> <li>• Cycling – Tour of Britain</li> <li>• New Year and winter months campaigns</li> <li>• Others including sport, heritage, arts and culture</li> </ul>
Infrastructure development opportunities	<ul style="list-style-type: none"> <li>• Abbotsford House</li> <li>• Borders Railway</li> <li>• Border Union Agricultural Society Showground</li> <li>• Tweed Valley/ Glentress</li> <li>• New visitor accommodation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Abbotsford House &amp; Visitor Centre</li> <li>• Borders Railway</li> <li>• Border Union Agricultural Society Showground</li> <li>• Tweed Valley MTB Action Plan / Glentress master plan</li> <li>• Galashiels town centre event space</li> <li>• New visitor attraction opportunities</li> <li>• New visitor accommodation opportunities</li> </ul>
Links with local/ national partners:	<ul style="list-style-type: none"> <li>• Local event organisers (private and voluntary sector)</li> <li>• Local clubs and associations</li> <li>• National partners, including EventScotland, VisitScotland</li> </ul>	<ul style="list-style-type: none"> <li>• Local event organisers (private and voluntary sector)</li> <li>• Cross Border links</li> <li>• National partners, including EventScotland, VisitScotland, SportScotland</li> <li>• Railway Blueprint partners including Scottish Government, Scotrail, Edinburgh &amp; Midlothian Councils, Network Rail</li> <li>• Live Borders and local Trusts</li> <li>• Local clubs and associations</li> </ul>

### 3.2 Key Activity Areas

From the review of previous event activity, discussions with EventScotland and with local event organisers, the following 'activity areas' have been identified as having the most potential:

#### **i) Events promoting Scottish Borders as a host destination -**

The Scottish Borders should continue to seek a high profile as an events destination. This will involve attracting events which have a high economic direct spend or a high economic impact via Comms / PR coverage. For example, the Tour of Britain stages in the Scottish Borders are broadcast nationally as part of the 7-day long event via broadcaster, ITV4, Eurosport / Sky. The Melrose 7's tournament is broadcast by BBC Scotland, the Borders Book Festival is promoted via the Times Newspaper in an 8 page supplement.

#### **ii) Events with the potential to develop into major National/ International events -**

To further develop and grow the potential of existing events within the Scottish Borders to attract new audiences, specifically around:

- Cycling
- Rugby
- Outdoor/ Adventure Sports
- Equestrian events
- Motor sport and specialist vehicle events

#### **iii) Events offering varying degrees of potential for development -**

To develop areas of regional activity that offer the potential for event development, including collective marketing and profile raising opportunities specifically:

- Traditional Music
- Outdoors and Access
- Literature
- Culture & Visual Arts

## 4. Scottish Borders' Events Characteristics

Festivals and events in the Scottish Borders fall into four categories as detailed below. Different festivals and events exist and operate for varying reasons, ranging from tradition, income generation, community cohesion, and visitor and audience development.

Category	Definition
<b>1. Major Festivals and Events</b>  <b>'Hallmark'</b>	<p><b>HIGH VALUE TOURIST DEMAND</b></p> <ul style="list-style-type: none"> <li>- International, National or Regional Events</li> <li>- High Profile</li> <li>- Fit with Borders USP</li> <li>- Require some SBC support</li> <li>- Generated both in and outwith the region</li> </ul> <p>They will attract the most publicity and be of most benefit to the area. They will include some of the area's major tourist attractions and local landmarks/landscapes.</p>
<p><i>Some events may fit between these two categories – more specifically parts of the programming may sit between these two areas within one event</i></p>	
<b>2. Mid-sized events</b>  <b>Ticketed / Spectator</b> <b>One off events/</b> <b>periodic</b>	<p><b>MEDIUM SIZED EVENTS</b></p> <ul style="list-style-type: none"> <li>- Generate regular audiences</li> <li>- Specific motive to attend</li> <li>- Domestic tourists, wider marketing and appeal</li> </ul> <p>These events are programmed for a specific purpose and audience. Marketing will expand beyond the local community and will have specialist press interest.</p>
<b>3. Community &amp; Local Events</b>	<p><b>LOW DEMAND / LOW VALUE</b></p> <ul style="list-style-type: none"> <li>- Regular events</li> <li>- Potential to grow into Medium sized events</li> </ul> <p>These events link culture and community and reflect the Scottish Borders. Their primary audience is the local community. They will attract some passing trade from visitors. Examples include local fairs/fetes and rural agricultural shows and local sports events.</p>
<b>4. local weekly and monthly events</b>	<p>They provide 'added value' to the day-to-day experiences for local people and visitors. These are likely to be determined as 'activities' rather than stand-alone events or regular programming of spaces, such as farmers markets, venues and or visitor attraction programmes.</p>

## 5. Priorities for Investment – Our Principles and Criteria

### 5.1 Support Criteria

Scottish Borders Council will invest budget and support to events using the following Event Development criteria:

- **Fit with Strategy:** does the event play to our strengths as an area; celebrate our unique cultural heritage and landscape or develop our reputation as an excellent event host to increase opportunities for higher profile events?
- **Attracting Visitors:** does the event have the potential to attract visitors from outside the area and is there opportunity to promote overnight stays and return visits?
- **Economic Impact:** does the event create a substantial economic impact for businesses in the local towns and surrounding area?
- **Place Shaping:** does the event encourage, support and facilitate events that celebrate the Scottish Borders' distinctiveness utilising the landscape and backdrop which does not allow these event to be held anywhere else?
- **People – Stronger communities, health, care & wellbeing:** does the event support event organisers who use events to develop a strong sustainable community, providing opportunities for:
  - Volunteering
  - Skills and training
  - Pathways to employment
  - Health and wellbeing
- **Media Profile:** does the event have the ability to attract media attention furthering the Scottish Borders reputation throughout Scotland, UK and Internationally?
- **Funding gaps and potential to attract external funding:** what added value would Scottish Borders Council funding provide? Would Scottish Borders Council funding enable more external funding to be drawn into the area, for example from EventScotland/ Creative Scotland/ SportScotland.

Careful consideration will also be given to minimising potential negative impacts, including:

- **Potential for disruption to normal life of residents:** are plans in place to minimise disruption for local communities?

## 6. Key Event Support

### 6.1 Resources

Scottish Borders Council will continue to offer support to deliver events which fit the priorities of the Scottish Borders Council Events Plan. Support will be targeted towards events which have the potential to deliver the most significant economic impact (primarily Major Festivals and Events and Mid Sized Events).

The Economic Development Service plays a specific role in supporting local organisers to develop themed events. Working with event organisers, the aim is to develop, attract and sustain key (and new) events across 'national' and 'regional' categories, to promote the area, and measure and promote the impact of these events. The partnership approach includes working with national agencies EventScotland and VisitScotland as well as local businesses and communities to maximise local economic impact. For example, recent events such as the Tour of Britain has returned for the fourth year, while existing successful events such as the Borders Book Festival, TweedLove and Melrose 7s are being developed further to enhance their economic impact, particularly with the opportunities arising from the Borders Railway.

The Economic Development service supports the development and coordination of events in conjunction with other key support services within the Council including the Safety Advisory team, the Roads Engineers/ Safety team, Licencing, Environmental Health, Wellbeing and Safety, Communications.

This coordination role ensures that economic links are made between the events and local business development opportunities. Tourism and events are sectors of the Scottish Borders economy and the Council's priority is to sustain and grow business activity in these sectors.

### 6.2 The Approach

**How it Works:** the Economic Development Service works closely with event organisers and other Council services across four key stages to maximise economic impact.

**1. Event Attraction:** activity includes marketing the area to event organisers; a series of business development/ sales pitches to organisers and initial negotiations; development of a bid to the organiser; securing financial support.

**2. Pre Event:** once the Event has been confirmed, activity includes working with organisers on logistical/ technical support, promotion/ marketing and developing local business opportunities around an event.

**3. During Event:** activity involves ensuring the safe and effective delivery of the event in conjunction with event organisers, sponsors, participants and attendees; and liaising with other relevant Council services via the Events Coordination team.

**External:** working with Agencies such as VisitScotland, EventScotland, Live Borders, private sector, Town Centre Groups, Events Organisers/ funders and emergency services.

**Internal:** Within the Council, activity is coordinated via the Events Strategy Coordination Group, comprising of representation from Safety Advisory, Licencing, Legal, Wellbeing & Safety, Built & Natural Heritage, Building Standards, Community Funding, Roads/ Traffic, Communications, Environmental Health.

Events often require cross-departmental project teams, therefore the coordination role is critical. The event-specific project teams also ensure that the non-economic objectives of an Event are realised with local event organisations receiving support from other services in SBC where relevant.

**4. Post Event:** activity includes completing appropriate monitoring and evaluation to ensure the additional economic impact of the event is fully captured and understood.

## **6.4 Responsibilities**

The coordination and management of the Events Plan is led by Scottish Borders Council. However, successful event delivery requires a partnership approach with ambitious event organisers and national agencies, as well as local businesses and communities.

Major events will require co-ordination support from Scottish Borders Council services to ensure traffic control measures, cleansing etc are in place, keeping disruption to local life to a minimum. The Council coordinates Local Organising Committees (LOC's) where necessary as part of the Safety Advisory Group process. Many events have received this LOC approach for support including Borders Book Festival, Tour of Britain, Tour o' the Borders, Tweedlove, Melrose Sevens and the Club Lotus Jim Clark weekend.

Civic events, which fall under the auspices of the Council, also require the appropriate strategic overview and planning.

**Contact:**

Bryan McGrath (Chief Officer Economic Development)

Jane Warcup (Event Strategy Officer)

Economic Development, Scottish Borders Council

**Action Plan 2014 – 2020: 2017 Update (to be inserted)**

Link here - [Appendix 2](#) -



## Appendix 2 - Action Plan 2014 – 2020: 2017 Update

### KEY

#### Project Pipeline 2014

	Resources Identified/ Deliverable
	Resources Required

#### Update 2017

	Achieved/ Ongoing annual activity
	Progressing/ Work in progress
	Limited/no progress

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
<b>A. Support Event Development</b>						
Provide Advisory and Funding Support to local event organisers	Staff	SBC AFA / CGS Creative Scotland/ ES	No. of Events receiving external funding investment.	Ongoing	£ leverage	Ongoing advisory support provided to local event organisers.  <b>2015: £211k</b> <b>2016: £139k</b> <b>2017: £234K</b>
Provide up to date advice via SBC website and online guide	Staff	SBC	Eventful guide used as first point of contact.	Yearly or as required	Increased knowledge for event organisers	Eventful updated regularly as /when required (web based)
Maximise benefits of Scottish Government 'Years of Focus' - Food & drink (15) - Innovation Architecture & Design (16) - History, heritage and Archaeology (17) - Young People (18)	Staff £20k	SBC/ES/VS	Support key events to align to the 'focus years'.  Increased investment for key events.	Ongoing	National £ leverage	Support to appropriate Scottish Government 'Years of...' BBF food and drink village (2015) Heritage Forum development, opening of various architectural sites (2016)  Heritage Festival (2017) – Economic Impact (EI) £1,450,000

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
- Year of Scotland's Coasts and Waters(20)						
Develop existing key events to increase Economic Impact	Staff £20k + (est.)	SCB/VS	Increased investment for key events which bring sustained EI in the region.	Ongoing	Increase in Economic Impact outturn figure	<p>Support provided to 'Hallmark' events including: Borders Book Festival, Tour of Britain, Melrose 7s, TweedLove and Tour o' the Borders, Heritage Festival. Support provided annually working towards the events being sustainable in future years.</p> <p>Significant support to Borders Railway Opening Celebration Events and Steam Train/ Flying Scotsman event in 2016.</p> <p>2016 onwards - support events aligned to the Cycling Strategy 2017 - Kelso hosted TOB</p> <p>2017 - Development of Heritage Festival</p>
Support networking mechanisms for event organisers	Staff £10k	SBC	Tailored practical support - deliver 5 workshops per year	Ongoing	Increased knowledge of event organisers. Best practice and skill set development Increase in quality of event delivery	<p><b>2016 VisitScotland Conference Borders Railway.</b> 80+ business reps</p> <p><b>2017 MBTAG Tourism Showcase including events)</b> 45 suppliers/ businesses and over 100 delegates attending</p> <p><b>2017 EventIt (EventScotland)</b> regional event conference at Abbotsford, 50+ attendees</p>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Event sector conferences	Staff 5k	SBC VS Other agencies	Deliver event sector conference	Yearly	Increased knowledge, best practice and skill set development Increase in quality of event delivery	2014 /15 event and tourism conference held in Kelso with 150 attendees (focus on Food and drink).  2014 Scottish MTB/ cycling conference hosted in Peebles with 190 attendees.  2016 VisitScotland Conference Borders Railway. 80+ business reps  2017 SBTP held industry conference.
Ensure events are supported by Safety Advisory Group process (SAG)	Staff	SBC / Multi-agency, Fire, Police, Ambulance etc.	Ensure Public Safety  All events comply with legislation	Ongoing	Safe execution of events Standardised approach and one stop shop for event organisers	<b>38</b> events were supported by the SAG process in 2014/15. This covers all of the main events and those events, where there is a public safety consideration.  Events are constantly reviewed and consideration taken as to whether they should undertake the SAG process.  2016/17/18- <b>55</b> events were/ are being supported via SAG, of which <b>10</b> are cycling.
Attract New National and International Events	£50k (additional)	SBC ED/ EventScotland	Bids submitted for hosting events.  No. of	Year by year basis	No. of Event attendances  Visitor spend Growth in GVA	<b>Tour of Britain</b> Kelso finish - 2015. <b>EI £307k</b> Kelso finish - 2017. <b>EI £280k</b> <b>(estimated crown numbers circa 10k).</b>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
			National & International events secured.			<p>The Tweed Valley and Peebles hosted the <b>Enduro World Series</b> in 2015 (Part of <b>TweedLove</b>)</p> <p><b>Combined EI figures, TweedLove/Enduro</b></p> <p>2015 – £594 2016 – £850 2017 – £750</p> <p><b>EI Tour o’ the Borders</b></p> <p>2015- £496,000 2016 - £522,000 2017 - £525,000</p> <p>2017 - World Aberdeen Angus Forum visit 2017 Scotland’s National Beef Event 3k attendees</p>
Work in Partnership to develop coordinated communication	Staff	SBC ED/Comms	Promote event related activities / business tie ins etc.		No. of Event attendances  Visitor spend Growth in GVA	The Council Comms Team works in conjunction with VisitScotland, EventScotland and other national partners to promote events to a national/ international audience (measured by individual event EIAs).
Identify local infrastructure needs & facilitate investment	Staff (additional)	SBC/ Various stakeholders FC/SE/Tweed Valley	Development strategy work with partners on infrastructure requirements	Ongoing	Improved and higher quality facilities	The Tweed Valley / Glentress Master Plan is currently progressing, which considers potential infrastructure developments for the Tweed Valley and multi user access opportunities.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Promote benefits to businesses through collaborative working	Staff (additional)	SBC/ BG /ATP/ Chamber of Commerce	Specific assessment of businesses when events are taking place in the locality	Ongoing	EI assessment of increase in expenditure by event attendees and event organisers (goods & services)	<p>EI Assessments are completed for significant events, which identified the benefit of local partnership/ collaborative working. For example;</p> <ul style="list-style-type: none"> <li>• Tour of Britain</li> <li>• Tour o’ the Borders</li> <li>• TweedLove</li> <li>• Borders Book Festival</li> <li>• Melrose 7s</li> <li>• Brick &amp; Steel County BAR Rally</li> <li>• Heritage Festival</li> </ul> <p><b>Total Economic Impact for the above events for 2017: £5,905,550</b></p>
<b>B. Encourage Effective Event Promotion and Marketing</b>						
Maximise joint marketing and promotional activities	Staff	SBC/VS/ES	<p>VisitScotland promotions and linkages to VisitScotland Website and/ or publications</p> <p>Promote coordination of events with similar themes</p>	2 per year Ongoing	<p>Increase awareness and event attendance</p> <p>Capture of campaign information (web hits / etc.)</p> <p>Event collaboration theme/geographical</p>	<p>Significant national promotion of the Scottish Borders with the re-opening of the Borders Railway and related event activity (see below).</p> <p>Significant media promotion of the Scottish Borders particularly with the Hallmark events.</p> <ul style="list-style-type: none"> <li>• Melrose 7’s covered by BBC Scotland</li> <li>• Tour of Britain featured on ITV4, Eurosport</li> <li>• BBF – The Times</li> <li>• Brick and Steel Rally – ITV Borders and Channel 4</li> </ul> <p>Opportunity to develop continued</p>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
						<p>promotion with the current hallmark events and the wide range of the events calendar.</p> <p><b>Locally</b> Border Events (private sector) continue to market and promote events via the website and hard copy brochure.</p> <p>LIVE Borders – comprehensive events guide (online)</p>
Promote the Scottish Borders as an excellent host for events	Staff	SBC/VS/ES	<p>Event Destination Guide produced</p> <p>No of new events aligned to the region's USP's</p>	Ongoing	Increase in the number of events in the region	<p>Continuous partnership working with EventScotland to raise the profile of the Scottish Borders and bring events to the area.</p> <p>Opportunities to build on this and attract additional events will require increased investment and resources.</p> <p>Winter festival 2016 (Town promotion campaign)</p>
Promote 'Event Tourism' in the Scottish Borders, including focus on USP 'all wheels' cycling	Staff £12k	SBC/ VS/Comms	Event Destination Guide / Social Media	Ongoing	Increase in number of event attendees and quality of experiences Closer links and collaboration, creating a portfolio of events to 'sell/showcase' the region	The area has a range of cycling events, festivals and sportives including Tour of Britain, Tweedlove, Enduro, Tour o' the Borders, Tour de Lauder, Selkirk MTB, Wooler Borderlands, Ettrick & Yarrow MacMillan Ride, as well as many other more local/ club cycling events/ activities.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
						<p>The Scottish Borders Cycling Tourism strategy and Action Plan 2016 – 2021 has been developed to progress further opportunities.</p> <p>In 2017 there were approx. <b>44</b> cycling event in the Scottish Borders (this number is growing).</p>
Facilitate the development of events and promotional activities with neighbouring Local Authorities and other areas of Scotland.	Staff (additional)	<p>SBC/ES/ other Local Authorities</p> <p>Engage with various stakeholders , i.e. FC / SE / D&amp;G</p>	<p>Review current network and opportunities on offer. Attendance at event development meetings</p> <p>Cross boundary events hosted</p> <p>Collaboration on specific events</p>	2 per year Ongoing	<p>Number of joint events hosted</p> <p>Increase in collaboration of stakeholders</p>	<p>Regular cross boundary events have been added to the events calendar including:</p> <ul style="list-style-type: none"> <li>• Wooler Wheelers, Northumberland</li> <li>• Keilder 101</li> <li>• A Bridge too Far, Norham/Kelso</li> <li>• Ride to the Sun, through Borders (Carlisle to Cramond)</li> <li>• Poppy Scotland sportive, Prestonpans / Berwickshire</li> <li>• Bethany sportive, starting at Lasswade and heading south</li> </ul> <p>Further opportunities will be explored as part of the Scottish Borders Cycling Tourism strategy and Action Plan 2016 – 2021.</p>
<b>C. Evaluate Events and Understand their Economic Impacts</b>						
Measure the economic impact of all supported events using the eventIMPACTS method and use	£5k Staff	SBC/ED/E&L L	Evaluation of specific key events	Ongoing	<p>No. of Event attendances and increase year on year.</p> <p>Visitors spend.</p> <p>Growth in GVA</p>	Each event, which is supported by the Council or the public sector, is required to submit an Economic Impact Assessment. Economic Impact figures are collated each year.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
data to inform future development						
Measure National and International Media Exposure	Staff (additional)	SBC/ED/Co mms	Evaluate media coverage associated with events	ongoing	AVE & PR Value of events  Strengthen the events/tourism profile of the region	Significant international and national promotion of the Scottish Borders with the re-opening of the Borders Railway. Events are working with Scotrail to develop links and increase their footfall.  Range of national and international media exposure from the current hallmark events the region hosts.



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## **HAWICK ACTION PLAN – UPDATE**

### **Report by Executive Director**

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## **EXECUTIVE COMMITTEE**

**5 DECEMBER 2017**

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### **1 PURPOSE AND SUMMARY**

- 1.1 **This report provides a progress report on key activities within the Hawick Action Plan following the last update in March 2017.**
- 1.2 The Hawick Action Plan is structured around three key themes which were identified and agreed by the key stakeholders for the town. The themes are making Hawick a 'Great Place for Working and Investing'; a 'Great Place for Living and Learning'; and a 'Great Destination to Visit'.
- 1.3 There has been significant progress within some of the themes, in particular 'Creating an Environment to Encourage Economic Growth'. The priority actions identified and areas of progress are set out in Appendix 1. A number of key areas of progress are highlighted within this report.
- 1.4 Some of the key areas of progress to note include the Hawick Business Growth project with £3.625million of Scottish Government funding; Relocation of Business Gateway to Tower Mill, Hawick; the completion of Hawick Town Centre Marketing Pilot; the Borders Railway Extension Feasibility Scoping Study report being progressed; progress on the design and consultation of Hawick Flood Protection Scheme; Tourism Marketing activity including completion of a signage audit and commissioning of a marketing company to progress delivery of the marketing action plan; and initial feasibility study research commissioned for a 'Townscape Heritage' programme.

### **2 RECOMMENDATIONS**

- 2.1 **I recommend that Executive:**
  - (a) **Notes the progress made in taking forward key actions within the Hawick Action Plan since March 2017, as set out in Appendix 1;**
  - (b) **Agrees that the Executive should support further work with businesses and stakeholders in Hawick in 2018/19 as outlined in Appendix 1;**
  - (c) **Agrees that the feasibility studies previously identified for two former textiles mill sites are now targeted at alternative priority buildings, and delegates authority to the Executive Director to agree these alternative buildings in consultation with the Executive Member for Business & Economic Development and the local Elected Members; and**

- (d) Asks the Executive Director to present a further progress report on the Action Plan to Committee by the end of March 2018.**

### 3 HAWICK ACTION PLAN

- 3.1 The Hawick Action Plan is structured around three key themes which were identified and agreed by key stakeholders. The themes are:
- a) Theme 1: 'Great Place for Working and Investing'
    - Make Hawick a 'Connected Place' ready to do business in the modern economy.
    - Create an Environment to Encourage Economic Growth
    - Create an Innovative Flood Protection Scheme
  - b) Theme 2: 'Great Place for Living & Learning'
    - Provide a suitable environment to retain school leavers and to attract new workers into the area.
  - c) Theme 3: 'Great Destination to Visit'
    - Make Hawick a great place to visit and stay
- 3.2 The Initial Hawick Action Plan was approved by Council in June 2016. Since then Council officers have been working to take forward the actions in the Plan in conjunction with other key stakeholders, local businesses and other local organisations in Hawick.

### 4 PROGRESSING THE ACTION PLAN

- 4.1 The last update of the Action Plan was provided to Council in March 2017. There has been significant progress within some of the themes, in particular 'Creating an Environment to Encourage Economic Growth'. The priority actions identified and areas of progress are set out in Appendix 1. The key areas of progress are highlighted below.
- 4.2 **Hawick Business Growth Project:** The Council secured £3.625million from the Scottish Government in March 2017 for the development of three key strategic sites in the town. The proposal for the Scottish Government funding is aimed at helping to deliver a variety of business infrastructure projects to help drive the local economy and to encourage business growth and new investment in the town. It is anticipated these projects will provide new job opportunities to benefit the local community as well as act as a catalyst for further potential property development in the future.
- 4.3 The Project is split into two phases. The first phase focused on specific property development of sites in the town.
- Former Armstrong's Building** – Since the last update, the Council has acquired the site and will demolish elements which are beyond repair and redevelop it as a business incubator hub providing small office units. The development is anticipated to provide up to 17 business incubator units, over 600m<sup>2</sup> net business space and potentially up to 25 FTE additional jobs. Business Gateway has also commissioned work to be done on modelling an incubation programme for the Scottish Borders, with the Hawick facility as one of the key sites.
- Galalaw Business Park** – Initially developed in 1994/95 as key employment land, a new phase of the development is now being progressed. A building of 456m<sup>2</sup> will be developed to provide up to 4 industrial units. This could potentially provide up to 10 FTE jobs. Work has now started on site for this development.

- Tower Mill, Heart of Hawick** - The top two floors of Tower Mill are currently business accommodation but have a low occupancy level. Minor alterations are proposed together with a proactive marketing campaign to attract new tenants. The proposal would make available up to 11 business units; equating to 485m<sup>2</sup> of total business space. It is estimated this could support up to 20 FTE additional jobs. In addition, the Business Gateway service relocated to Tower Mill in Hawick on 1 April 2017 to provide business support services from the property.
- 4.4 Acknowledging the importance of other key sites in the town centre, the Business Growth / Property Development proposal also includes a second phase. The purpose of the second phase is to commission and deliver feasibility studies on key strategic redundant sites. It is proposed that these sites are also presented as priorities for the new South of Scotland Enterprise Agency. The sites that had been previously identified as priorities have now been bought by new owners so it is proposed that alternative priority sites and buildings are identified in consultation with the Executive Member for Business & Economic Development and the local Elected Members in Hawick.
- 4.5 **Hawick Town Centre Marketing Pilot** - Following Ryden's Gap Analysis report in September 2016, the Council has commissioned property marketing consultants to undertake a small scale marketing exercise to contact some of the key target retail and leisure operators as a pilot approach. Feedback from the pilot was completed in November 2017 and the next steps are being considered.
- 4.6 **Borders Railway Extension Feasibility Scoping Study** -Transport Scotland are leading the Borders Corridors Study which includes the potential for an extended rail link towards Hawick and beyond. The study is aiming for completion in early 2018. The study is classed as a pre-feasibility study which focuses principally on data collection.
- 4.7 **Hawick Flood Protection Scheme** – Following approval of the outline design of the flood protection scheme earlier this year, a series of public meetings and site tours progressed during August 2017. A number of objections were noted and will be considered as part of the overall final design. The completion of the project, currently scheduled for March 2022, will enable further regeneration and development opportunities for the town.
- 4.8 **Digital Boost** - The Scottish Government has provided additional funds to continue the successful Digital Boost programme for a further year. The majority of the Digital Boost workshops will be run from Business Gateway's new base at Tower Mill in Hawick.
- 4.9 **Tourism Marketing & Signage** - The Council has now engaged the marketing company that delivered the initial marketing action plan (BrightLight Marketing) to carry out the next stage of the project. Future Hawick will act as the main point of contact for this work. The Council's Tourism Officer has undertaken an audit of signage and identified the opportunity for a number of additional signs, improvements to existing signage and also rationalisation of some signage. Proposed works will be costed and appropriate funding sources identified.

- 4.10 **'Townscape Heritage' programme** - The potential has been identified to progress a possible Hawick 'Townscape Heritage' programme for the town centre focusing on a 5 year programme to "Redefine & Reinvigorate Hawick High Street". There is potential funding from Heritage Lottery Fund and Historic Environment Scotland. The Council has commissioned initial research to scope out the key parameters and opportunities for a proposal. This short piece of research was completed at the end of November 2017.

## **5 IMPLICATIONS**

### **5.1 Financial**

There are no direct financial implications with this report. However, the development of key activities within the overall Action Plan will require potential further financial commitment from the Council and other partners. This will be dealt with in future reports, as appropriate.

### **5.2 Risk and Mitigations**

The Council has been taking a proactive approach towards progressing the Hawick Action Plan, in conjunction with stakeholders and local partners. The development of the business growth/ property development activity and corresponding funding application to Scottish Government has been a significant positive step forward. The Council will continue to work with stakeholders, partners, local businesses and the community, to engage in appropriate projects and provide positive support for the Hawick Action Plan.

### **5.3 Equalities**

It is anticipated that an Equalities Impact Assessment will be required in relation to the individual projects as they are developed in order to ensure that there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising.

### **5.4 Acting Sustainably**

The Hawick Action Plan aims to make the economy of the town more sustainable by improving its connectivity, its business infrastructure, the level of local skills and the tourism offering. The Action Plan will help to secure additional economic activity and growth to improve the sustainability of the local economy and community.

### **5.5 Carbon Management**

Some of the actions contained in the Hawick Action Plan could have a positive impact on carbon emissions, particularly those actions noted above that lead to the development or redevelopment of ageing or vacant industrial properties.

### **5.6 Rural Proofing**

The Hawick Action Plan focuses on the town of Hawick but it is acknowledged that some of the actions, especially relating to digital connectivity, could have a positive impact on the surrounding rural areas.

### **5.7 Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

**6 CONSULTATION**

6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council have been consulted and their comments have been incorporated into the report.

**Approved by**

**Rob Dickson  
Executive Director**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
Bryan McGrath	Chief Officer Economic Development, Chief Executives – Tel 01835 826525

**Background Papers: None**

**Previous Minute Reference:** Scottish Borders Council, 30 March 2017

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

Contact us at Bryan McGrath, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 826525, email [bmcgrath@scotborders.gov.uk](mailto:bmcgrath@scotborders.gov.uk)

***Theme 1. Great Place for Working & Investing***

***1. Make Hawick a 'Connected Place' ready to do business in the modern economy***

Ref	Activity	Stakeholder	Outputs	Outcomes	LEAD	Timescale	Dec 2017/ COMPLETE	Dec 2017/ ACTION PROGRESSING
a	Review current superfast broadband coverage and existing plans for increasing	SBC, local businesses, local community	Assessment of current roll-out, Communication to businesses and community on roll-out schedule, Identify "hotspots" that need addressed	Clear timetable for roll-out, Increased capacity in areas or buildings identified as important to economy	SBC	2016/18	<p><b>COMPLETE: Service Mapping</b> - Phase 1: Mapping exercise carried out by work placement student over the summer 2016 to map all available coverage and speeds for the main industrial areas and individual premises for businesses.</p> <p><b>COMPLETE: New Service Provider</b> - Superfast Broadband services for Glasgow, Edinburgh and Hawick have been unbundled at the local exchanges as part of the new CGI contract. The new service provider, Commsworld, is aiming to provide an enhanced service for business and community users; and have been proactively contacting local businesses following the live launch date of 1 Oct 2016.</p>	<p><b>ACTION: Review service provision/ coverage</b> - Phase 2: Contact businesses to gauge awareness/ uptake of Superfast Broadband. Identify 'notspots' to be addressed with service providers. Meeting held with Commsworld in late September 2017 who provided options for community broadband installation but not for individual businesses</p>
b	Review current mobile coverage and existing plans for increasing	SBC, local businesses, local community	Assessment of current roll-out, Communication to businesses and community on roll-out schedule, Identify "hotspots" that need addressed	Clear timetable for roll-out, Increased capacity in areas identified as important to economy	South of Scotland Alliance	2017/19	<p>Mobile phone discussions with all Mobile operators are being led by South of Scotland Alliance. Indications are that coverage should be improved across the whole of Scotland in the next two years through EE's contract for Emergency Services coverage. 4G is already available in some parts of Hawick.</p>	<p><b>UPDATE:</b> Two planning applications have been submitted by EE to improve mobile phone coverage in two remote rural locations in and around Hawick. The first location is beside Wisp Flex Farm at Hummelknowhaugh near Hawick. The second application relates to land west of Overshank Farm Cottage at Newcastleton.</p>
c	Create free Wifi Hotspots in key parts of the the town	- SBC, local businesses, local community, tourists	Feasibility study into where these should be and their impact/effectiveness	Wi-fi hotspots in key parts of the town	SBC	2017 /18	<p><b>COMPLETE: WIFI Service</b> - Public buildings have been identified that could provide Wi-Fi services.</p>	<p><b>ACTION: Customer Research</b> - Research is required to better understand who will use WiFi in the town and when. Partnership approach to be discussed with Future Hawick to carry out research in the High Street to see who currently offers wifi to customers and whther this would be something they would consider</p> <p><b>ACTION: Business Engagement</b> - Promotional exercise is required to encourage private businesses e.g. cafes, hotels, restaurants to make WIFI accessible/ available for their customers. Heart of Hawick can be used as an example to businesses about how they can benefit from making this available to clients.</p>
d	Make progress with scoping work in regard to the extension of the Borders Railway from Tweedbank to Carlisle	- SBC, local businesses, local community, tourists	Report covering the scope of a potential project	Information baseline in place to facilitate a future feasibility study	Scottish Govt	2018	<p><b>COMPLETE: Borders Railway Extension Feasibility Scoping Study</b> - 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.</p>	<p><b>UPDATE: Feasibility Scoping Study</b> -Transport Scotland are leading the Borders Corridors Study which includes the potential for an extended rail link towards Hawick and beyond. The study is aiming for completion in early 2018. The study is classed as a pre-feasibility study which focuses principally on data collection.</p>

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e	Consider opportunities for improving A7 trunk road north and south of the town	SBC, local businesses, local community, tourists, A7 Action Group			Transport Scotland  A7 Action Group  Future Hawick  SBC	2017/18	<p><b><u>ROUTE UPGRADING/ MAINTENANCE</u></b>  <b>COMPLETE:</b> The Programme for Government announced in the summer of 2016 highlighted the A7 as one of a number of routes that would be reviewed. The Government will examine the case for improvements to the A1, A7, and A68 with a study to identify Borders transport requirements reporting by the end of 2017.</p> <p><b><u>SIGNAGE</u></b>  <b>COMPLETE: Promotional signage</b> - The existing promotional signage has been adopted by Future Hawick on the A7 and the A698.</p> <p><b>COMPLETE: Roads signage</b> - SBC roads team have carried out an audit on directional signage</p>	<p><b><u>ROUTE UPGRADING/ MAINTENANCE</u></b>  <b>ACTION: Lobbying</b> - Continued lobbying by the A7 Action Group.</p> <p><b><u>SIGNAGE</u></b>  <b>ACTION: Promotional signage</b> - Some work is required to address the A7/ A698 signage to make it more visually appealing and link with the potential town themes being explored. This will follow other marketing work.</p> <p><b>ACTION: Tourism Signage</b> - SBC Tourism Officer has undertaken an audit of signage and identified a number of additional signs, improvements to existing and also rationalisation of some signage. Proposed works will be costed out and appropriate funding sources identified.</p>
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**2. Create an Environment to Encourage Economic Growth**

Ref	Activity	Stakeholders Impacted	Outputs	Outcomes	LEAD organisation	Timescale	Sept 2017/ COMPLETE	Sept 2017/ ACTION PROGRESSING
a	Explore the benefits of an Enterprise Zone in Hawick and consider how similar benefits may be delivered through alternative approaches	SE, SBC, Businesses	Assessment of opportunity and comparison to other similar areas	An enabler to doing business in Hawick	SE/ SBC	2017/18	<p><b>COMPLETE: Town Centre Regeneration Approach</b> SBC has approved a Town Centre Resilience Index and Regeneration Approach to prioritise regeneration activity across the Scottish Borders. Hawick is confirmed as one of the priority towns. A rolling three year Town Centre Action Plan will be developed and approved annually.</p> <p><b>COMPLETE: Enterprise Areas</b> - A review paper on Enterprise Areas has been drafted by Council officers for initial discussion with stakeholders.</p>	<p><b>UPDATE: Town Centre Regeneration Approach</b> - SBC has approved an initial Town Centre Regeneration Action Plan for 2017/18, which includes a number of key activities for Hawick. These actions are highlighted in the 'Great Destination to Visit' section.</p>
b	Identify future business property needs and match with current availability	SE, SBC, Business Owners, building owners	Gap analysis showing potential future business property needs, existing and planned availability, and action required to meet gap	Appropriate business property available in the town to allow local businesses to grow and inward investment to locate	SE/ SBC	2016/18	<p><b>COMPLETE: Property Survey</b> - has been carried out by Scottish Enterprise on behalf of an SE client on empty buildings in Hawick. Scottish Enterprise has shared this report with SBC Officers for internal use.</p> <p><b>COMPLETE: A Retail Gap Analysis Study for Hawick</b> (and Galashiels) Town Centres undertaken by Ryden Consultants was complete in September 2016. The report made a number of recommendations and identified potential operators to target for the town. The recommendations in the study are being progressed as appropriate eg High Street Loan Fund to reduce size of available retail units.</p> <p><b>COMPLETE: Property Assessment</b> - A meeting progressed in September 2016 with SBC Planning, Heritage and Property experts to discuss options on buildings and property in the town.</p>	<p><b>UPDATE: Hawick Business Growth Project:</b> The Council secured £3.625million from the Scottish Government in March 2017 for the development of three key strategic sites in the town:</p> <p>Former Armstrong's Building – The Council has acquired the site and will potentially demolish elements which are beyond repair and redevelop it as a business incubator hub providing small office units. The development is anticipated to provide up to 17 business incubator units, 613 m2 net business space and potentially up to 25 FTE additional jobs. Work is progressing on the design stage with a planning application due to be submitted early in 2018.</p> <p>Galalaw Business Park – A building of 450m<sup>2</sup> will be developed providing up to 4 industrial units, potentially creating up to 10 FTE jobs. The construction contract has been awarded to a local firm who will start on site w/c 27 Nov. Work is expected to be completed by May 2018.</p> <p>Tower Mill, Heart of Hawick - Minor alterations will be progressed with a proactive marketing campaign to attract new tenants. The proposal would make available up to 11 business units; equating to 485m<sup>2</sup> of total business space. It is estimated this could support up to 20 FTE additional jobs. Business Gateway relocated to Tower Mill on 1 April.</p>

	Identify future business property needs and match with current availability							<p><b>UPDATE: Feasibility Studies for Key Sites</b> - The funding proposal to the Scottish Government also includes a second phase. The purpose of the second phase will be the commissioning and delivery of feasibility studies on individual sites. Council officers undertook an initial options appraisal assessment in May 2017 to identify potential future uses; and the likely viability of redevelopment of these sites.</p> <p>Since then, very positive progress has been made by private sector investors:</p> <p><b>Former Peter Scott Site</b> - this site has now been acquired by the private sector and Council officers are working with the developer providing advisory support for the Proposals.</p> <p><b>Former N Peal site</b> - this site has recently been acquired by the private sector. Council officers are progressing initial discussions with the owner/ agent.</p> <p>Further discussion has been progressed with Elected members to identify other priority sites focusing on the town centre for potential feasibility study work.</p>
c	Evaluation of the empty industrial/commercial properties in the town, reasearching ownership, future potential use and gap analysis	- SE - SBC	Details of all empty properties, assessment of potential future uses, identification of those that can be developed for 2d, identification of those that can be demolished for better land use	Upgraded appearance of the town, new life for old buildings, spaces cleared for future development or change of use	SBC	2017/18	<p><b>COMPLETE: Gap analysis</b> has been carried out on retail property by Rydens consultant (as per 2b).</p> <p><b>COMPLETE:</b> Following input from the Council and Scottish Enterprise, an <b>Inward Investment business</b> has bought the Teviotdale Mill and will set up a new knitwear operation on these premises.</p> <p><b>COMPLETE:</b> One of the major properties highlighted as a risk PESCO has been bought by a private developer and will planning permission is being sought to turn this into retirement flats</p>	<p><b>UPDATE: Property Development</b> - Over 20 properties were identified during the assessment process for the Scottish Government funding. The properties were scored and evaluated on the basis of economic impact; deliverability; evidence of demand and value for money. Further consideration will be given to tackling and providing appropriate interventions for the empty / redundant properties as a priority within the Action Plan. Some of these properties could be considered for further feasibility work as above subject to Council approval.</p>
								<p><b>UPDATE: Hawick Town Centre Marketing Pilot</b> - Following the Ryden's Gap Analysis report in September 2016, the Council has commissioned property marketing consultants, Galbraiths to undertake a small scale marketing exercise to contact some of the key target retail and leisure operators as a pilot approach. Feedback from the pilot was undertaken in November 2017 with some key recommendations outlined. The initial pilot will be concluded in Feb/ March 2018.</p>

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d	Development of an incubator and innovation centre to encourage business innovation - Borders Business Improvement Base	SE, SBC, Business Owners, building owners	Review of possible areas for innovation, research opportunity for building use,	A thriving, managed business facility, Space for new business development, a space for innovation around specific areas relating to the town e.g. Textiles, energy. Creation of a modern facility leading the way for future development	SBC	2016/18	<p><b>COMPLETE: A Pilot start-up incubator space</b> has been approved in Council offices in Rosetta Road, Peebles. It is intended that this will be replicated in other towns – with Hawick earmarked as the next potential location.</p> <p><b>COMPLETE: Innovation Centre</b> - Talks have been held with Heriot Watt University, who are planning an Innovation Centre in Galashiels. They welcomed SBC's involvement; and will discuss a hub and spoke approach with potentially a smaller centre in Hawick. Talks have started with Borders College about using their Hawick Campus for potential Innovation projects.</p> <p><b>COMPLETE: Business Gateway Relocation</b> - The Business Gateway service moved to Tower Mill in Hawick to provide business support services from the 1 April 2017. The move provides a high street location for the Business Gateway service for the first time and will make it easier for people to drop in to see the business advisors and generate increased footfall in Hawick town centre. Working in partnership with Live Borders, Business Gateway will increase delivery of workshops to business people and entrepreneurs across the Scottish Borders.</p>	<p><b>UPDATE: Potential properties</b> have been assessed and considered as part of the evaluation of projects that could be delivered with the additional Scottish Government funding. Business Gateway has also commissioned work to be done on modelling an incubation programme for the Scottish Borders which will fit into any future Incubation Centre in the town.</p>
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**3. Create an Innovative Flood Protection Scheme**

Ref	Activity	Stakeholders Impacted	Outputs	Outcomes	LEAD organisation	Timescale	Dec 2017/ COMPLETE	Dec 2017/ ACTION PROGRESSING
a	Support the current activity that is creating an innovative plan to address the flood protection of the town. This should be supported where possible by the Hawick Action Plan	SBC, community, businesses	Flood protection for businesses and householders	Future flood protection, innovative business and tourism ideas, renewable energy options and reuse of buildings	SBC	2016/19	<p><b>COMPLETE: Scottish Government Funding Confirmation</b> - The first part of funding for the Hawick Flood Protection Scheme was confirmed by the Scottish Government in August 2016. The Government has provided an initial £1.342million to the project as a general capital grant in 2016/17. The scheme will receive 80 per cent (£29.2m) of the overall project costs from the Government, which currently stands at £36.4m.</p> <p><b>COMPLETE: A public exhibition</b> was hosted over two days in Hawick Town Hall and a Riverside Walk was organised for the Hawick Flood Protection Scheme to give members of the public the opportunity to make their views known on the scheme. Over 700 people attended the exhibition.</p> <p><b>COMPLETE: The third Hawick FPS Ground Investigation contract</b> progressed over 4 weeks in late Sept/ early Oct to provide the design team with additional data to ensure the new flood defence wall design is based on as accurate information as possible.</p>	<p><b>UPDATE: Flood Protection Scheme</b> - The Council approved the final outline design of the flood protection scheme on 2 March 2017, which allows the publication of the scheme to progress giving a formal 28 days for objections. A series of public meetings and site tours progressed during August 2017. The purpose of these events was to give the public an opportunity to visualize the proposed flood protection measures and to discuss the key objection themes.</p> <p>An update report was being presented to Council on 2 November 2017. The completion of the project, currently scheduled for March 2022, will enable further regeneration and development opportunities for the town.</p> <p>There may also be a link to the Innovation Centre above as there may be opportunities around using the river for energy creation.</p>

***Theme 2. Great Place for Living & Learning***

**1. Provide a suitable environment to retain school leavers and to attract new workers into the area**

Ref	Activity	Stakeholder	Outputs	Outcomes	LEAD	Timescale	Dec 2017/ COMPLETE	Dec 2017/ ACTION PROGRESSING
a	Consider how to retain young people in, and attract them back to, the area and ensure they have the skills local businesses need	SDS, SBC, BC, HWU -	Survey of young people to identify what will make them stay / encourage them to return . Communication to employers about apprenticeship schemes. Closer working between employers and further education to develop courses required	A detailed plan for young people showing opportunities which would attract them to stay in the town and / or return eg graduates	SBC / SDS	2016/18'	<b>COMPLETE: Young Enterprise Scotland</b> is being relaunched in the Scottish Borders to encourage school pupils to look at business as an opportunity when they leave school. YES also teaches some excellent life skills that will be of use to future employers. 5 High Schools in the area took advantage of the opportunity for 2017/18, although Hawick is not one of them.	<b>ACTION: Career Pathways</b> - Further discussion is required to determine the appropriate promotion of career pathways for young people ie - should the focus be on retaining young people in the town/area when they leave school; or on encouraging them to learn new skills outside of the town/area and bring these back when they are older? This should also form a key part of an Inward Investment marketing message. <b>ACTION: Innovation Centre:</b> early discussion is being held with Borders College on the creation of an Innovation Centre in the town related to their 'Energy Room'. This will encourage research into sustainable Energy and provide an exciting career option for young people. <b>ACTION: Textile Training Centre</b> Opportunities are being investigated as to how the succession issue can be addressed in the local textile mills. Young people need to be encouraged to consider textiles as a career opportunity again and a new training centre may be one of the ways of doing this. This includes a private sector option.
b	Attract people from outside the Scottish Borders to come to work in Hawick	SBC, Employers	Creation of a marketing campaign to promote the town/region to people looking to develop their career/family life	Enlarging the labour pool, attracting new skills and new families into the Borders, facilitating economic growth	SBC / SDS	2017/19		<b>ACTION:</b> This action relies on progressing other actions in the Action Plan to ensure that there are a number of key work related attractors to encourage people to come to Hawick. The work around Incubators, Innovation centres and Inward Investment opportunities should help deliver this action.
c	Deliver digital skills to all age groups to ensure that the workforce has the skills required for a digital future	SBC, Borders College, SDS, Scottish Govt	A coordinated programme of digital skills training for businesses and individuals to raise skills base	More people with higher level digital skills, more businesses utilising higher level digital skills	Borders College	2016/18	<b>COMPLETE: Digital Boost</b> - Business Gateway is delivering Digital Boost workshops and has had 190 people attending these so far in 2016 (Borders wide).  <b>COMPLETE: Business Skills Requirement</b> - Through the Employer Offer Group, work has been progressed to encourage partners to work together to identify the digital skills needs of local businesses and to ensure that Borders College is continuing to make appropriate courses available.	<b>UPDATE: Digital Boost</b> - The Scottish Government has provided additional funds to continue the successful Digital Boost programme for a further year.

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d	Ensure local training providers are delivering the courses that businesses require	BC, HWU, SE, SBC, SDS	Deliver a process that enables employers to easily inform further education institutions what future skills requirements they have for employees (young people and existing employees)	A more skilled workforce ready for jobs created in the area	Borders College	2017/18	<b>COMPLETE: Centre for Business Development</b> - Borders College has opened a Centre for Business Development in their Hawick campus. This will allow their commercially focussed training arm to address the needs of local businesses and ensure relevant training is offered. This is being launched on 29 October 2016.	<b>ACTION:</b> This action relies on progressing other actions in the Action Plan to ensure that there are a number of key work related attractors to encourage people to come to Hawick. The work around Incubators, Innovation centres and Inward Investment opportunities should help deliver this action.
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**Theme 3. Great Destination to Visit**

**1. Make Hawick a great place to visit and stay**

Ref	Activity	Stakeholder	Outputs	Outcomes	LEAD	Timescale	Dec 2017/ COMPLETE	Dec 2017/ ACTION PROGRESSING
a	Working with local businesses, identify what the tourism offer is, agree what the gaps are and how to fill them	VS, SBC, Businesses	Collate details of attractions and experiences, both existing and in development, and other essential tourist facilities	A strong tourist offering available to both visitors and community to help sell the town, more visitors making the businesses more secure	VS/ SBC	2016/19	<p><b>COMPLETE: Tourism Marketing</b> - A Workshop was held in September 2016, facilitated by Brightlight Marketing. 40 businesses were invited, with 6 attending. The meeting addressed the current tourism offering for the town and was very positive with a number of the attendees keen to be involved in any steering group going forward. A report has been completed and a number of key actions have been identified to progress.</p> <p>UPDATE: Tourism Marketing - At a marketing workshop the following actions were identified as priorities:</p> <ul style="list-style-type: none"> <li>- Develop a tourism group of key operators</li> <li>- Invite presentations from other tourism/ food related groups to understand best practice</li> <li>- Cross-sell other Hawick businesses</li> <li>- Develop a marketing strategy &amp; plan for the town</li> <li>- Develop an events calendar for the town</li> <li>- Work with interested SMEs in Hawick</li> <li>- Look at 2017 as a launch pad with new developments - relaunch of Wilton Lodge Park; and the opening of the Distillery.</li> </ul>	<p><b>ACTION: Marketing Follow up:</b> The Council has provided funding support to FutureHawick to engage BrightLight Marketing to carry out the next stage of the marketing plan activity project and ensure actions are progressed. The work will commence in October 2017. Additional funding may be provided from SBC Regeneration fund to facilitate the actions identified.</p> <p>This project has been identified in the Council's Town Centre Regeneration Action Plan and funding earmarked within the Economic Development budget to support implementation, via the private sector.</p> <p><b>Ride Scotland's Horse Country</b> - an equestrian / business project coordinator is being recruited to deliver this innovative two year project. This partnership project with LEADER funding, seeks to improve the infrastructure and marketing for equestrian based tourism, which has the potential benefits for Hawick and surrounding area.</p>
b	Work with local tourism operators to address the issue of a lack of hotel accommodation	VS, SBC, Businesses	Collate information held on bed spaces available in Hawick, find out from Mansfield House Hotel owners what their intentions are	Accommodation available for the increased number of visitors	VS/ SBC	2016/17	<p><b>COMPLETE: Hotel Accommodation - Two hotels</b> have re-opened in the town in 2016 – Mansfield House Hotel (12 rooms) and Balcary House (10 rooms).</p> <p><b>COMPLETE: Hotel Project:</b> A private sector operator has recently researched the option of opening a new hotel in the town but decided this was not currently commercially viable.</p>	<p><b>ACTION: Visitor Accommodation</b> - Further assessment required as to the current capacity and the demand/ type of visitor accommodation required (including business and tourist).</p>
c	Work with local businesses to address issues facing the High Street, with shop closures and attractiveness of the buildings	SBC, Businesses, Future Hawick	identification of main problems, meeting with owners of empty properties, use of Business Gateway shop jackets, produce plan for longer term development of the street	Attractive High street for visitors and for new businesses to start	VS/ SBC Future Hawick SBC	2017/19	<p><b>COMPLETE: Scottish Borders High Street Loan Support Fund</b> - SBC has approved funding for a Scottish Borders High Street Loan Support Fund for Hawick for 2017/18. This is a new pilot initiative to encourage property owners to convert larger premises into smaller units. This will be complemented by Business Grant support to businesses who wish to relocate/ start up in the new smaller units.</p> <p><b>COMPLETE: Theme Town</b> - An initial workshop has been held with local businesses investigating the potential for a themed town opportunity.</p> <p><b>COMPLETE: Retail Workshops</b> - Future Hawick are holding two retail workshops in November 2016 - the aim is to provide information to ease trade and provide options for attracting more customers. Various actions have been suggested by the private sector and the workshop aims to agree how these can be prioritised/ delivered.</p> <p><b>COMPLETE: Theme Town</b> - Further meetings have been held to progress this option with town centre businesses. The themed approach could be delivered as part of the tourism marketing activity above.</p>	<p><b>UPDATE: Scottish Borders High Street Loan Fund for Hawick</b> - This is a pilot scheme for 2017/18 complemented by Business Grant support. The Council has made contact with the owners of those properties that are large enough to be subdivided. Progress with the pilot initiative for Hawick was reviewed in October 2017. To date, there has been a limited response from the private sector.</p> <p><b>UPDATE: Aldi Development/Developer Contribution</b> - £18K has been secured to progress improved signage, pedestrian links or a Shop Front Improvement scheme to encourage additional footfall onto the High Street. The initial scoping element of this project will be progressed in 2017/18 with input from the community.</p> <p><b>UPDATE: 'Townscape Heritage'</b> programme - The potential has been identified to progress a possible Hawick 'Townscape Heritage' programme for the town centre focusing on a 5 year programme to "Redefine &amp; Reinvigorate Hawick High Street". There is potential funding from HLF and Historic Environment Scotland. The Council has commissioned initial research to scope out the potential key parameters and opportunities for the Proposal. This short piece of research will be completed by end of November 2017.</p>

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