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EXECUTIVE COMMITTEE TUESDAY, 6 NOVEMBER 2018

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 6 NOVEMBER 2018 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

31 October 2018

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
ECONOMIC DEVELOPMENT BUSINESS		
4.	Economic Development Update (Pages 3 - 8) Presentation on recent Economic Development progress by the Chief Officer Economic Development. (Briefing note attached.)	20 mins
5.	Business Gateway Annual Report and Service Update 2018-2019 (Pages 9 - 18) Consider report by Executive Director. (Copy attached.)	15 mins
6.	Hawick Conservation Area Regeneration Scheme (CARS) (Pages 19 - 24) Consider report by Executive Director. (Copy attached.)	10 mins
7.	South of Scotland Enterprise Agency - Update (Pages 25 - 80) Consider report by Executive Director. (Copy attached.)	20 mins
8.	Response to Historic Environment Scotland's Draft Corporate Plan Consultation (Pages 81 - 116) Consider report by Executive Director. (Copy attached.)	20 mins
	Economic Development theme additional Membership of Committee:- Mr J. Clark, Mr G. Clark	

OTHER BUSINESS		
9.	Minute (Pages 117 - 120) Minute of meeting held on 16 October 2018 to be approved and signed by the Chairman. (Copy attached.)	2 mins
10.	Centenary Fields Initiative (Pages 121 - 130) Consider report by Service Director Assets & Infrastructure. (Copy attached.)	20 mins
11.	Any Other Items Previously Circulated	
12.	Any Other Items which the Chairman Decides are Urgent	

NOTES

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

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

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EXECUTIVE COMMITTEE – 6 November 2018

Economic Development Update

1. Business:

- From April to September the Business Gateway team assisted **129 business start-ups**, of which 11 met the classification of 'Early Stage' growth. The Advisers have delivered 22 start-up workshops and 22 Growth workshops with 418 attendees. Growth Advisers continue to work with companies who have potential to achieve growth targets and have put 16 businesses through segmentation and provided 9 businesses with specialist consultants to work on projects.
- Business Gateway continues to work across the Scottish Borders meeting with a number of intermediaries promoting the services available through Business Gateway and the Council. In total 67 Intermediary visits have been held during the period.
- Business Gateway continues to identify business issues that need addressed and to deliver further Masterclass workshops – bringing in experts to present workshops on issues such as General Data Protection Regulation (GDPR). Brexit will provide the next big challenge for businesses and BG will seek to assist with this.
- Business Gateway Advisers have facilitated 10 Digital Boost 1-2-1s for clients with another 10 pending, against a target of 15.
- For the period from 16 March 2018 to 15 October 2018, the **Scottish Borders Business Fund** received 17 applications and approved 10 grants valued at £33,409.56, supporting projects with a value of £68,459.37. These projects are forecast **to create 14 jobs** with a forecast **economic impact of £325,373.50 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 16 March to 15 October 2018, the Loan Fund received 3 applications and approved 1 loan, valued at £20,000. This loan is forecast **to create 0.5 jobs** with an estimated forecast **economic impact of £21,790 GVA**.

2. Regeneration:

- **Selkirk CARS** – The Selkirk CARS was completed in late Spring 2018 and the related Town Centre Streetscape project and Court House stonework repairs completed over the summer/ autumn 2018. An Economic Impact Appraisal was undertaken as part of the final assessment for the project, which highlighted:
 - £2.4 million was invested in Selkirk town centre from 2013 to 2018 including public sector funding as well as private sector investment of £1.33m.
 - The number of properties in the area on the Buildings at Risk Register has reduced from 7 to 2 as a direct result of the CARS programme.
 - Over 7,500 people participated in 104 community events, comprising of a wide range of community heritage education, and traditional skills training activities.
 - Average footfall in Selkirk has risen significantly in recent years, from a low of 2090 in 2014 to 2710 in 2016.
 - Vacancy rates have improved significantly. In the last 5 reports (summer 2015-summer 2017) Selkirk has matched or bettered the Scottish Borders' average 4 times at around 11%.
 - Local capacity and business confidence has improved providing a positive platform for the Selkirk BID company to continue with increased marketing and event activity to bring further visitors and footfall to the town centre.
- **Selkirk BID** – a new Selkirk Business Improvement District Board has been established with 7 town centre businesses represented. The Board and project manager have been progressing key projects identified within the business plan, including the successful farmers markets and town centre events; development of a town brand identity; new signage to complement the streetscape signage; and the development of a new town website to market Selkirk more effectively.
- **Jedburgh CARS** – the first CARS funded repair projects are on-site in the town with more to follow in Autumn 2018. The next deadline for applications for CARS funding is 7 December 2018 with the aim to have awarded 25% of CARS funding by the end of Year 2 (31 March 2019). Development of 'Priority Buildings' is taking time and will be reviewed at the end of Year 2, with funding reallocated as necessary to ensure the stated CARS outputs are met. Community Heritage Education projects are ongoing and traditional skills training initiatives are being delivered. The potential to support apprenticeships in traditional skills with either full or part CARS funding is being investigated.
- **Hawick CARS Proposal**– See separate item.

- **Hawick Business Growth Project**

- Armstrong's Redevelopment, Hawick - A planning application has been submitted for the demolition of the former Armstrong's department store building in Oliver Crescent and two former church buildings in Teviot Crescent are removed to make way for the redevelopment of the site. A new three-storey building would be created, providing a hub and office space for up to 17 small and start-up business.
- Galalaw Business Park - work on the development of four industrial units is almost complete, with final snagging works recently agreed and landscaping works organised. A number of businesses have already expressed interest in renting one of the units. It is intended to hold a formal opening with the appropriate Scottish Government Minister as soon as an appropriate date can be agreed.
- Feasibility studies for the regeneration of other key properties are progressing with the aim of helping to inform potential investors.

- **Hawick Textiles Training Centre for Excellence**

- The aim of the new training centre is to tackle a critical skills shortage hampering textiles companies' efforts to boost their productivity. A funding commitment of £610,000 has been confirmed by the South of Scotland Economic Partnership to support the initial set up and delivery of the project for the first two years.

A new Centre Manager and a suitable building have been identified and will be announced In November 2018. The project has been a close partnership with the textile team at Scottish Enterprise and the Head of Creative Industries at Skills Development Scotland and led by Scottish Borders Council. The local textile businesses are also supportive and keen to make a success of the project.

- **Hawick Marketing Project** – A new 'Made in Hawick' brand has been produced which highlights the town's internationally renowned products to a global market. This initiative has the support of more than 20 Hawick businesses and as well as positioning the town as the place for visitors to buy top quality Scottish products, the brand identity will be used on product labelling and packaging. The project has an Action Plan for 3 years and a project manager has recently been recruited to help support the delivery of the Plan. The project is led by a steering group made up of local businesses, Future Hawick and SBC.

- **Scottish Government Regeneration Capital Grant Fund 2018**

- The Fund is aimed at providing new and/ or improved infrastructure through capital expenditure supporting projects in 2019/20 – 2021/22. Three applications were submitted at the first stage of the application process:
 - Newcastleton Enterprise Pods & Learning Centre
 - Stow Station House Regeneration – Phase 1
 - Eastgate Theatre Community Hub

The Newcastleton Enterprise Pods & Learning Centre and Stow Station House Regeneration Projects were successful at Stage 1 and have been invited to progress to a Stage 2 application with a deadline for submission in early December 2018. Notification will be given to applicants of funding recommendations by the end of February 2019.

- **BID for Galashiels** – the BID Steering Group are progressing with their final electioneering campaign in the run-up to the ballot on 29 November 2018. Consultations include business meetings, targeted approaches to key national businesses, 1-2-1 discussions with businesses in the town centre; targeting empty property owners; as well as social media and press coverage.
- **Tweed Valley Tourism BID** - the Tweed Valley Tourism BID has appointed 2 part-time project managers, both with extensive experience and knowledge of the Tweed Valley. They are currently progressing consultations with target businesses and aim to draft an initial business plan early in 2019. The BID is aiming to progress to ballot in October 2019.

3. Tourism & Events:

- MBTAG have submitted applications for funding to deliver a phase two legacy project through LEADER and Borders Railway Blueprint. The project is a cooperation project between Midlothian and Scottish Borders and will include additional travel trade concept testing, market research and digital content creation for businesses within the two areas. A decision from LEADER is expected shortly.
- Scottish Borders Council has been successful in their application to the VisitScotland Rural Tourism Infrastructure Fund for improvements to the Eildon Hill upland pathways. The project will deliver improvements to the pathways from Melrose up the Eildon Hills, to relieve pressure on the infrastructure due to weathering and usage from the high volume of walkers. The funding awarded is £102k and the project will take 18 months to complete.
- The Scottish Borders Tourism Partnership are seeking to move from their current “not for profit” structure to a commercially operating cooperative structure. Members have been informed of the changes at the AGM in September 2018 and a soft launch of the new structure is due at the end of November 2018.
- Work is planned for new visitor welcome signage for both Galashiels Town Centre and Selkirk Town Centre.
- Strategic Events support – the Council has supported a number of events over the spring and summer of 2018 to develop and increase visitor numbers and economic impact. Grant funding support has been provided to the British Enduro Championships as part of TweedLove, Borders Book Festival, Riverside Rock, British Blind Open Championship, Melrose 7s and the Brick & Steel County Rally, but unfortunately this event was cancelled. Support and advice has also been provided to other event organisers for proposed events in 2019 and beyond.

- With recent changes in staffing at EventScotland new working relationships have now been established and strategic discussions have taken place with regard to future events and the upcoming Year of Coasts and Waters in 2020.
- Scottish Borders Heritage Festival – following an evaluation of the 2017 event, a decision was taken to take a year-out and reflect on what the event might look like in the future. Consideration is being given to how best to develop an event model that is self-sustaining and delivered by the heritage sector. This piece of work is in progress and should conclude before the end of 2018.

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 by June 2019 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 £2.5m to date, including 24 community, 4 farm diversification, 9 rural business development, 3 Enterprise Facilitator projects and 3 cooperation projects. A further 12 applications totalling £592k were also considered by the Local Action Group in October 2018.
- The **Forth Fisheries Local Action Group (FLAG)** has recommended 18 projects to Marine Scotland, committing £587k of funding to date. In total, 38 Expressions of Interest have been received, with 3 not progressing. A further 8 applications totalling £385k will be reviewed at the next FLAG meeting in November 2018. Marine Scotland has confirmed the UK Treasury has extended its guarantee on funding and that all contracts (awards) signed before the end of 2020 will be met.

5. Property & Projects:

- **Property** - 99 general property enquiries have been received to date in 2018/19. This has resulted in a total of 21 new leases which will generate £73.7k 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 last quarter (July to September 2018) is **87%**.
- The 99 property enquiries to date include 17 enquiries about purchasing plots. Sales related to 10 enquiries are in process (2 for enquiries from this year, and 8 from 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:

- Resource Efficiency – referral process for businesses from Business Gateway to Resource Efficient Scotland continues to develop, with 7 new referrals being progressed during May-Sept 2018, bringing the total number of referrals to 43 over the last two years.
- As part of the Change Works in Peebles (CWIP) energy efficiency project, an assessment of supply local chain opportunities has been agreed with a local consultancy. The work is intended to identify opportunities and barriers to local businesses engaging in the installation of energy efficiency measures. The report will recommend actions to support the development of the local supply chain and is funded by the CWIP project.

7. Economic Strategy:

Work has been undertaken on refreshing the Scottish Borders Economic Strategy 2023, as previously agreed by the Committee. The Economic Strategy is a Community Planning Partnership strategy and progress on the refresh was discussed at the recent Economy & Low Carbon Theme Group meeting. The CPP Group agreed that delivering a full revision of the Scottish Borders Economic Strategy is no longer appropriate at this time because of the extensive work being undertaken in developing the new South of Scotland Enterprise Agency; the significant uncertainties around the economic impact of Brexit; and the potential benefits that a Borderlands Inclusive Growth Deal could bring. However, it is important that there is a clear view about the projects and other actions that are crucial for the effective delivery of economic development support in the Scottish Borders in the short to medium term.

In order to provide that continuing strategic framework, officers will focus on refreshing the Economic Strategy's Action Plan in the coming months. This will provide an updated range of programmes and projects that reflect the ambitions and priorities for economic development in the Scottish Borders. It is intended that a draft version of the revised Action Plan is presented to the Executive Committee for consideration at its meeting on 31 January 2019.

Bryan McGrath, Chief Officer Economic Development, tel 01835 826525

**BUSINESS GATEWAY ANNUAL REPORT AND SERVICE
UPDATE 2018-19**

**Report by Executive Director
EXECUTIVE COMMITTEE**

6 November 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report provides an update on the Business Gateway service's performance in 2017/18 and provides details of the targets set for 2018/19.**
- 1.2 Business Gateway offers information, advice and guidance to people who are considering starting a business or growing their existing business. It is a national service with built-in local flexibilities. 2017/18 saw a good performance on start-up and the lower end growth targets. Account Management targets were also again met, although some difficulties were encountered in the mid-range growth targets. The new classification of Early Stage Growth allowed additional support to new businesses employing staff.
- 1.3 The plan for 2018/19 is to continue to use the European Regional Development Fund to deliver Growth activity. This funding pays for 2 additional advisers and allows for consultants to be funded assisting businesses with development projects. The focus on geography continues with advisers being allocated by locality. Emphasis continues to be applied in the areas of Exporting and Innovation for local businesses.
- 1.4 In the next 12 months Business Gateway will continue to deliver against the agreed National Service Specification and will aim to achieve the outcomes set out in the ERDF operation plan. In order to continue to build on the quality performance of the service, a series of actions will be implemented during 2018/19 as part of a Performance Improvement Plan.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Acknowledges the strong performance and positive impact of the Business Gateway service in 2017-2018;**
 - (b) **Approves the 2018-2019 targets for Business Gateway in line with the national service specification, including the proposed reporting indicators in Table 2 within this report; and**
 - (c) **Agrees the Improvement Plan set out in Appendix 1.**

3 UPDATE ON SERVICE

- 3.1 Business Gateway offers information, advice and guidance to people who are considering starting a business or growing their existing business. It is a national service with built-in local flexibilities to cater to the different economic challenges that are faced by the different regions of Scotland. It is supported by the national Business Gateway Enquiry Service, the Business Gateway website (www.bgateway.com) and the national Business Gateway Unit, located in COSLA.
- 3.2 Operating from an office in Tower Mill, Hawick the service runs with a Business Gateway Manager/Growth Adviser, 4 additional Growth Advisers (2 of which are fully funded by ERDF), 2 start-up advisers and an administrator. (The BG Manager/Growth Adviser and one Start-up adviser left the service in October 2018).
- 3.3 The service specification for the Business Gateway service was reviewed nationally in 2016 and was approved by the Business Gateway Scotland Board in November 2016. An obligation to deliver to a consistent standard and report in a consistent way is required of all lead local authorities with responsibility for Business Gateway in their area.
- 3.4 The focus for the Business Gateway service is to provide the right support to the businesses that require it across the Scottish Borders. These are uncertain times for business with the upcoming Brexit deadlines looming and the advisers are well placed to support businesses through this period. It is intended that the advisers will capture business' comments and concerns about Brexit as they work with them, in order to ensure that the Council is aware of the key issues facing local businesses during the upcoming Brexit period.
- 3.5 The targets set help focus the activity of Business Gateway, but do not reflect all of the work undertaken.

4 PERFORMANCE INDICATORS

- 4.1 The performance against key indicators and targets for 2017/18 is noted in Table 1 below. The targets for 2018/19 are set out in Section 5 of this report.

Table 1. Business Gateway Performance figures 2017/18

Service Output Targets			
	Target 2017/ 18	Actual 2017/ 18	%
Start-up Service			
Total number of start-up customers who have begun trading	220	224	102%
Early Stage Growth (ESG) businesses intending to employ within the first 18 months of trading.	30	31	103%
Number of start-up workshops/seminars held	72	74	104%
Number of clients attending start-up workshops/seminars	432	514	119%

Growth Services			
Local Growth Advisory Service (LGAS) businesses expected to increase annual turnover by £100k on 3 years	30	30	100%
Growth Advisory Service (GAS) businesses expected to increase annual turnover by £200k in 3 years	15	12	80%
Growth Pipeline (GP) businesses expected to increase turnover by £400k in 3 years, approved by Scottish Enterprise	6	3	50%
Account Managed (AM) Businesses who meet SE criteria for acceptance on to national account management structure	2	2	100%
Number of workshops aimed at Growing Businesses	60	56	93%
Number of clients attending growing business workshops/seminars	360	828	230%
ERDF Targets			
Number of Masterclasses held	6	6	100%
Number of Scottish Borders Business Fund grants issued	20	41	205%
Increase in Employees in assisted companies	40	85.5	214%
Number of businesses assisted to export for the first time	15	8	53%

4.2 The key points to note in respect of the performance indicators in the table above are as follows:

- (a) The start-up service provided by the team continues to be well received from those thinking of starting a business in the Scottish Borders. The workshops are well attended and in most cases exceed the target of 6 attendees per workshop. The new Early Stage Growth (ESG) target has worked well, allowing advisers more time to spend on those businesses looking to employ people within the first 18 months.
- (b) The growth figures are stronger at the lower target level, which is to be expected. Those in Local Growth Advisory Service (LGAS) show a good flow from the start up advisers through to growth. The achievement of an additional £100k of turnover is easier for the businesses in the area. Achieving the £200k and £400k turnover levels of the next target level is difficult, as witnessed by the less positive results of Growth Advisory Service (GAS) and Growth Pipeline (GP).
- (c) Growth Workshops showed a good result this year. This is in part due to the inaugural BG Conference in October 2017 in place of Business Week. This new approach was widely welcomed by businesses and as a result the conference will be repeated in October 2018.

- (d) ERDF targets have mostly been delivered. The employment figures are those monitored from the businesses worked with under the ERDF project. The low level of first-time exporters is in line with a similar picture across Scotland. At least part of this position can be related to uncertainty of foreign markets given the current Brexit process, but BG will continue to work on this.
 - (e) The Business Conference was a success with around 170 attendees and with overwhelmingly positive feedback. This is being repeated in October 2018 where the aim is to entice even more businesses to attend.
- 4.3 A key lesson for the BG team is that the geographical approach, adopted in 2016 continues to pay dividends. Each of the growth advisers are now known in their respective areas and work with intermediaries to provide a business support function. When new activity happens across the area this is easier to identify and for the adviser to become involved.
- 4.4 Start-up figures remain steady with just under 20 per month on average. This is around the right amount that the service can appropriately cover from current resources. There is an opportunity to provide an electronic focussed start-up service in addition to the current offering. This will be trialled during 2018/19.

5 SERVICE UPDATE 2018/19

- 5.1 The Business Gateway service follows a national specification and also provides a range of local services. In addition to providing these services, the Business Gateway service also supports: delivery of local marketing activities; participation in local and national promotional and networking events; and advisory input to future online and other services.
- 5.2 In 2018/19 the Start-up team will continue to have two advisers, one of whom will be covering maternity leave. Early Stage Growth (ESG) segment allows the advisers to work more in depth with businesses who will employ staff; the aim is to ensure that these businesses can continue to grow with support from BG. Partnership with other organisations continues and BG will provide opportunities for these organisations to promote services to BG clients.
- 5.3 The Growth team has 4 dedicated advisers with the BG Manager making up a part-time fifth, each have each been allocated an area of the Scottish Borders, aligning directly with the Council's "localities" approach. Their role is to get to know the businesses and business people in their area, identify those businesses that do not currently work with Business Gateway, and ensure greater profile for the service. They will be the main point of contact for all existing businesses in the area and will pass on information relating to start-ups to the Start-up team.
- 5.4 Workshops and events allow the BG service to be delivered to a wide audience of businesses. The range and subjects of workshops will increase, to help stimulate new enquiries from businesses. As well as the standard suite of BG Workshops the service will seek to respond to relevant subjects such as GDPR, Brexit and Making Tax Digital. Where possible these will be delivered by the in-house team.

- 5.5 The Business Gateway service is the front line of support to businesses offered by Scottish Borders Council. It continues to ensure that the businesses can access other council services such as provision of access to finance (loans and grants), economic intelligence, business property, industrial developments, and inward investment activities. The team will work closely with colleagues throughout the Council and help to deliver business services as part of the Economic Development team.
- 5.6 One of the start-up advisers also delivers the Digital Boost workshops in the area. This programme now enters its third year and continues to be over subscribed for 1 to 1 support. Delivery of technology support is the main request from businesses across the country and Digital Boost is the Scottish Governments solution for this. Other opportunities exist from Google and Amazon and BG will aim to bring these sessions to the Scottish Borders
- 5.7 Internationalisation will continue to be a focus through ERDF activity. Like every region in Scotland, encouraging business to export is proving difficult at this time. It is estimated that Scotland needs a further 7000 business to export.
- 5.8 The second Business Conference ran in October 2018 and was again held in Springwood Park, Kelso. The conference provided support to businesses and attracted excellent speakers who delivered quality content encouraging the businesses to grow and look for new opportunities.
- 5.9 **Service Output Targets**

Setting targets for 2018/19 takes into account the experienced start-up adviser going on maternity leave and being replaced by an external maternity cover. There is also adjustment in growth figures to reflect the fact that there are now only 4 growth advisers with the BG Manager able to support as a 5th on a limited capacity.

Table 2. Business Gateway Performance Targets for 2018/19

Service Output Targets		
Start-up Service	Target 2018/19	Actual to Sept 2018
Total number of start-up customers who have begun trading	200	129
Early Stage Growth (ESG) businesses intending to employ within the first 18 months of trading.	22	11
Number of start-up workshops/seminars held	50	22
Number of clients attending start-up workshops/seminars	300	119
Growth Services		
Local Growth Advisory Service (LGAS) businesses expected to increase annual turnover by £100k on 3 years	24	9
Growth Advisory Service (GAS) businesses expected to increase annual turnover by £200k in 3 years	12	6

Growth Pipeline (GP) businesses expected to increase turnover by £400k in 3 years, approved by Scottish Enterprise	4	1
Account Managed (AM) Businesses who meet SE criteria for acceptance on to national account management structure	1	0
Number of workshops aimed at Growing Businesses	40	22
Number of clients attending growing business workshops/seminars	240	299
ERDF Targets		
Number of Masterclasses held	6	1
Number of Scottish Borders Business Fund grants issued	20	10
Increase in Employees in assisted companies	40	5
Number of businesses assisted to export for the first time	15	0

- 5.10 The figures for 2018/19 have been reduced slightly on start-up. This reflects the temporary removal of an experienced adviser being replaced by inexperienced maternity cover. The start-up workshops have been reduced due to available resource to deliver ½ day workshops. The table above also provides the position at the 6 month point, showing a positive achievement to date.
- 5.11 The Growth targets have remained constant for a number of years while there were 5 full time Growth Advisers in position. This has not been the case since January 2017. The figures have been reduced by around 20% to reflect the activity levels required to achieve the numbers. Again the position is shown at the 6 month point and continues to reflect the difficulty of the businesses in the area being able to achieve the turnover targets required for the segmentation process.

6 PERFORMANCE IMPROVEMENT PLAN

- 6.1 In order to continue to build on the quality performance of the service, a series of actions will be implemented during 2018/19 as part of a Performance Improvement Plan, attached at Appendix 1. These include:
- (a) Research and consider implementation of proposed electronic start-up application
 - (b) Monitor adviser time against CRM and calendars for ERDF 'assist' target
 - (c) Start-up adviser to work in the evenings for a few hours per week, to contact potential starts who may be working during office hours
 - (d) Work closer with South of Scotland Local Export Partnership to assist in identification of exporting businesses
 - (e) Research additional IT and Digital provision to complement the Digital Boost Service, such as availability of Amazon Workshops and Google Garage
 - (f) Work closer with public/private sector providers of information workshops on relevant business issues such as GDPR/Brexit/Making Tax Digital

- 6.2 The Committee will receive regular updates on the performance of the Business Gateway service, as well as an annual review each year.

7 IMPLICATIONS

7.1 Financial

- (a) Scottish Borders Council receives funding to deliver Business Gateway in the Scottish Borders from the Scottish Government. Additional services are funded through EU funding, matched to the funding from the Scottish Government.
- (b) The in-house delivery costs of Business Gateway (£296,040) for 2018/19) are based on the budget available within the Council's five year Financial Plan, previously agreed by the Council.

7.2 Risk and Mitigations

As part of the on-going management of the Business Gateway, a risk workshop is held every quarter with support from the Council's Corporate Risk Team and actions undertaken as appropriate. The main risks identified in the risk register relate to accessing the right type and number of businesses across the Scottish Borders and potential changes to future EU funding.

7.3 Equalities

An equality impact assessment (EIA) was written with input from the Corporate Equality & Diversity Officer. A key aspect of the Economic Development Team's work is to reduce barriers to economic inequality and information on service delivery to equalities groups is monitored.

7.4 Acting Sustainably

The Business Plan for the Business Gateway service contains a number of targeted outputs and outcomes that will deliver economic benefit. The service aims to help businesses and the economy become more diverse and sustainable in the long term. To this end the Environmental Strategy Co-Ordinator from SBC spends 1 day per month with the business advisers and identifies individual businesses that can be supported.

7.5 Carbon Management

There is no net increase at a Scottish Borders level as this is the continuation of an existing service delivery. The geographic focus of the advisers reduces travel undertaken by Business Gateway.

7.6 Rural Proofing

Rural Proofing is not required as the proposals do not relate to a new or amended Council policy or strategy.

7.7 Changes to Scheme of Administration or Scheme of Delegation

No changes to the Scheme of Administration or Scheme of Delegation are required as a result of this report.

8 CONSULTATION

- 8.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments 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, 01835 826525
Phil McCreadie	Principal Officer – Business, Chief Executives, 01835 825605

Background Papers: None

Previous Minute Reference: 19 September 2017

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

Contact us at Phil McCreadie, Economic Development, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825605, email eitranslationrequest@scotborders.gov.uk.

Appendix 1. Business Gateway – Performance Improvement Plan – 2018/19

Improvement Action	Responsibility	Timeline	Cost/Resource	Expected Result
1). Research and consider implementation of proposed electronic start-up application	BG Manager & Start-up Advisers	Nov 2018	Staff Time	Offer an alternative to adviser contact. Provide a 24/7 service to potential start-up businesses. Evidence an increase in number of start-ups identified.
2). Monitor adviser time against CRM system and calendars for ERDF 'assist' target	BG Admin	Apr 2018	Staff Time	BG Admin person to monitor CRM input to ensure that all appointments are recorded, result will be greater achievement of ERDF business assist target.
3). Start-up adviser to work in the evenings for a few hours per week, to contact potential starts who may be working during office hours	Start-up adviser	Ongoing	Staff Time	Reduction in unanswered follow-up calls increasing the number of identified starts from enquiries.
4). Work closer with South of Scotland Local Export Partnership to assist in identification of exporting businesses.	BG Manager and BG Advisers	Ongoing	Staff time	New approach and new agency looking at exporting. Opportunity to assist in the setting up of the service and also to benefit from the work they lead on.
5). Research additional IT and Digital provision to complement the Digital Boost Service, such as availability of 'Amazon Workshops' and 'Google Garage'.	BG Manager/ Start-up Adviser	From July 2018	Staff time and budget for venue hire	Increased number of businesses attending Digital workshops. Increased level of digital activity in businesses and better performance of those businesses.
6). Work more closely with public/private sector providers of information workshops on relevant business issues such as GDPR/Brexit/Making Tax Digital	BG Manager	Ongoing	Staff Time	Provision of different type of workshops, reducing the amount of time and cost of delivering these workshops in-house. Promotion of providers and different delivery for the businesses.

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HAWICK CONSERVATION AREA REGENERATION SCHEME (CARS)

Report by Executive Director EXECUTIVE COMMITTEE

6 November 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Committee on the progress of the development of a potential Hawick Conservation Area Regeneration Scheme (CARS). It seeks formal approval for a funding bid to Historic Environment Scotland (HES).**
- 1.2 Hawick town centre has declined in recent years with a significant reduction in footfall and a noticeable cluster of vacancies at the southern end of the High Street. There are a number of prominent buildings including the former Liberal Club which have deteriorated and require major external repair works.
- 1.3 A heritage focused regeneration proposal has been developed for Hawick following the model used for other successful heritage based town centre initiatives delivered in Kelso and Selkirk and currently in Jedburgh. The proposal will seek to begin to reverse the decline by conserving and enhancing key properties within the Hawick Conservation Area and act as a catalyst for wider regeneration in the town.
- 1.4 Historic Environment Scotland announced Round 8 of their CARS Scheme in early summer with a deadline of 15 November 2018. Council officers have been developing a proposed for Hawick CARS in consultation with Elected Members as well as representatives of the Community Council, FutureHawick and Hawick Archaeology Society.
- 1.5 The proposal includes a five year programme of works from 2019/20 – 2023/24 with a total Programme budget of £1,935,000 and a Common Fund budget of £1,577,000 from the public sector. The funding application is scheduled to be submitted to Historic Environment Scotland by the required deadline of 15 November 2018. This report seeks formal approval of the submission and match funding from the Council.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Approves the proposed bid for a Hawick Conservation Area Regeneration Scheme on the basis of match funding contributions from the Council of £157,700 from the existing Revenue budget; and**
 - (b) **Agrees that the funding bid is submitted to Historic Environment Scotland's CARS Programme by the 15 November 2018 deadline.**

3 HAWICK CONSERVATION AREA REGENERATION PROPOSAL

- 3.1 Hawick has seen a marked deterioration in its town centre, with statistics highlighting the socio-economic and environmental decline:
- (a) Average weekly footfall shows a significant decline year-on-year and has almost halved from a high of 9990 in 2008 to current levels of 4680.
 - (b) The retail unit vacancy rate for Hawick town centre was 14% at the last audit in December 2017. The average vacancy rate for the Scottish Borders is 12%. Of the 37 vacant units, many are clustered at the southern end of the High Street. 26 units have been vacant for 1 year and 7 have been vacant for 5 years.
 - (c) Within the historic centre, there are currently 7 'Buildings at Risk' identified on the national Buildings at Risk Register.
 - (d) At least, ten prominent buildings in the core of the town centre are showing signs of significant deterioration. Seven of these have been identified as Priority Buildings and three as reserve Priority Buildings for external repairs under a CARS Scheme.
- 3.2 Using the model for other successful heritage based town centre initiatives delivered in Kelso, Selkirk and currently in Jedburgh, a heritage focused regeneration proposal has been developed for Hawick. The proposal will seek to begin to reverse the decline by conserving and enhancing key properties within the Hawick Conservation Area and act as a catalyst for wider regeneration in the town.
- 3.3 A recent Economic Impact Appraisal for Selkirk highlighted the following positive outputs:
- £2.4 million was invested in Selkirk from 2013 to 2018 including public sector funding as well as private sector investment of £1.33m.
 - The number of properties on the Buildings at Risk Register has reduced from 7 to 2 as a direct result of the Selkirk CARS programme.
 - Over 7,500 people participated in 104 community events, comprising of a wide of education, awareness and training exercises.
 - Average footfall in Selkirk has risen significantly in recent years, from a low of 2090 in 2014 to 2710 in 2016.
 - Vacancy rates have improved significantly. In the last 5 reports (summer 2015-summer 2017) Selkirk has matched or bettered the Scottish Borders' average 4 times at around 11%.
 - Local capacity and business confidence has improved providing a positive platform for the Selkirk BID company to continue with increased marketing and event activity to bring further visitors and footfall to the town centre.
- 3.4 Historic Environment Scotland (HES) announced Round 8 of their Conservation Area Regeneration Scheme (CARS) in early summer with a deadline of 15 November 2018. Council officers have developed a CARS proposal for Hawick in consultation with Elected Members as well as representatives of the Community Council, FutureHawick and Hawick Archaeology Society. Conservation accredited building surveyors Adams Napier was commissioned to undertake building condition survey work and develop indicative costings. The research also included approaching owners of the potential priority buildings to determine interest and consider future development opportunities for each property. This research provides the appropriate evidence and costings of repair work presenting a detailed

programme to HES giving assurances that the scheme is well developed and potentially deliverable.

- 3.5 It is proposed that the CARS Programme will follow the standard Common Fund approach whereby grants are awarded to private sector property owners for building repairs or to appropriate project groups or businesses for heritage education and training activity. For the public realm component, a grant is awarded from the Common Fund to the Council in relation to the uplift in the quality of the materials for the works. Match funding for this element will be sought from the Hawick Flood Protection Scheme programme.
- 3.6 The CARS Programme has a limited budget of £10million with a competitive bidding process. Pre-application discussions for a Hawick CARS proposal have taken place with Historic Environment Scotland and feedback has been positive. Officers are seeking guidance from Historic Environment Scotland with regard to the level of grant request currently being considered for the application.
- 3.7 The proposed Hawick CARS Programme seeks specifically to conserve and enhance the heritage assets within the Hawick Conservation area, particularly focusing on the historic conservation area as well as acting as a catalyst for wider regeneration in the town centre. There are five key elements specific to the proposal (based on the eligibility criteria of the CARS funding):
- (a) Addressing key priority buildings in the town centre particularly around key clusters at the southern end of the High Street with grant support including:
 - 20-22 High Street (Crown Business Centre)
 - 32 High Street (Former Queen's Head pub)
 - 20 Teviot Road (Teviot Mill, former Glenmac building)
 - 80 High Street (former Liberal Club: high street / West section)
 - 24 High Street (former KT Krafts)
 - 26 High Street (former Beauty Lounge)
 - 4 Round Close.
 - (b) Encouraging repairs to other smaller properties with the provision of a general repairs grant scheme to support conservation works. The focus for the general repairs grant scheme will be at two key cluster areas for the first two years of the CARS programme. These cluster areas will be at the southern end of the High Street (around the Priority buildings) and at the 'Horse' end of the High Street around the former Liberal Club, targeting properties which are in particularly poor condition. This is to maximise the overall impact of the grant funding.
 - (c) Undertaking small scale town centre public realm works linked to the Hawick Flood Protection (HFP) Scheme works. The Programme will work in conjunction with the HFP Project team and seek to upgrade the quality of the materials and finishes at three possible visitor welcome points along the River Teviot on route to the High Street. Match funding will be sought from the Hawick Flood Protection Scheme Project.
 - (d) Raising awareness and participation of Hawick's rich history and heritage with a programme of heritage related education and training initiatives. The programme will also include upskilling and employment opportunities in traditional construction skills with the provision of school based learning and work based training.

- (e) Working together to increase the vibrancy and vitality of the town and in particular maximising opportunities in relation to the Flood Protection Scheme, the new Borders Distillery, the Armstrong's redevelopment project, as well as other development opportunities in the town.
- 3.8 The importance of delivering the proposed CARS Programme as part of a wider regeneration approach for the town is a key consideration for Historic Environment Scotland. Helpfully, the Hawick Action Plan provides this overall strategic context so it is important that stakeholders and partners continue to develop and deliver the Action Plan for Hawick.
- 3.9 A bid for funding must be submitted to Historic Environment Scotland by the deadline of 15 November 2018. The bid should confirm any match funding either within the bid submission or as soon as possible thereafter. A further report will be brought to the Council's Executive Committee once the outcome of the bid is known. This is anticipated to be February 2019. If the funding bid is successful, the Programme would commence on 1 April 2019.

4 IMPLICATIONS

4.1 Financial

- (a) The proposal includes a five year programme of works from 2019/20 – 2023/24 with a total project budget of £1,935,000.

£1,419,300 is being sought from Historic Environment Scotland's Conservation Area Regeneration Scheme (CARS) funding with Scottish Borders Council providing match funding of £157,700 of revenue budget with match funding to be sourced from the Hawick Flood Protection Scheme for the small scale public realm works.

- (b) **Project Expenditure:**

Project	Amount	% of Total
Historic Environment Scotland CARS:	£1,419,300	73.4%
Scottish Borders Council (Revenue)	£157,700	8.1%
Private Sector Contributions:	£358,750	18.5%
TOTAL	£1,935,000	

- (c) **SBC Financial Contribution**

Revenue - The Council will contribute £157,700 towards the Common Fund element over the 5 year period. This will be sourced from existing budgets from within the Economic Development service. A full-time project officer and part-time project support assistant will be recruited to deliver the project; and costs for this have been included in the overall bid. This is a specific requirement of Historic Environment Scotland CARS funding. The project will be managed by the Council's Heritage & Design Team with their extensive knowledge and experience of delivering successful CARS Programmes in the Scottish Borders.

Capital – Budget will be sought within the Town Centre Regeneration block allocation in the Council's Capital Programme to support any works required for property owned by the Council in the town centre as match funding for repair work.

4.2 Risk and Mitigations

- (a) The Proposal allows the deteriorating exterior fabric of key buildings in Hawick town centre to be addressed. The Proposal will incorporate tackling 7 key priority buildings in the town centre as well as a cluster of empty buildings at the southern end of the High Street. If the bid is not successful, there is likely to be further deterioration of these

properties.

- (b) If the funding bid to Historic Environment Scotland is not successful, the Proposal will be reviewed and consideration given to a scaled down or re-phased option focusing on critical priorities.
- (c) If the funding bid to Historic Environment Scotland is successful then it will be necessary to satisfy the external funder's requirement of programme compliance and evaluation including audit requirements. Internal Audit assurance has been provided for the other heritage based town centre initiatives in Kelso and Selkirk with evidence of lessons having been learned; and this will require to be included in future audit plans.

4.3 **Equalities**

The proposal seeks to address priority buildings and public realm elements in Hawick town centre based on their conservation and historic importance. This report highlights a regeneration development proposal and related funding bid. An Equalities Impact Assessment will be carried out at the appropriate stage of implementation to ensure there are no adverse equality implications.

4.4 **Acting Sustainably**

The proposal seeks to address the exterior fabric of buildings and properties in Hawick town centre. As part of the programme of delivery, the works and proposition for each priority building, as well as applications for funding for properties to grant schemes, will need to consider the long term use and viability (including energy efficiency) of each of the properties.

4.5 **Carbon Management**

There are limited effects on carbon emissions from the design and delivery of this proposal.

4.6 **Rural Proofing**

Rural Proofing is not required as the proposal does not relate to new or amended Council policy or strategy.

4.7 **Changes to the Scheme of Administration or Scheme of Delegation**

No changes are required as a result of this report.

5 **CONSULTATION**

- 5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer 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)

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Background Papers: None

Previous Minute Reference: None

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SOUTH OF SCOTLAND ENTERPRISE AGENCY - UPDATE

Report by Executive Director EXECUTIVE COMMITTEE

6 November 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report updates Members on the progress being made by the South of Scotland Economic Partnership in consulting across the South of Scotland and delivering its Work Plan. The report also provides an update on the development of the new South of Scotland Enterprise Agency.**
- 1.2 In order to prepare for the South of Scotland Enterprise Agency, the Scottish Government has set up the South of Scotland Economic Partnership (SoSEP) as an interim solution to ensure that the South of Scotland benefits from a new approach to economic development as soon as possible. The South of Scotland Enterprise Bill was introduced in the Scottish Parliament on 24 October 2018 with the aim of ensuring that the new Agency is operational by 1 April 2020, subject to Parliamentary approval.
- 1.3 The Partnership has been working towards fulfilling its three purposes: to develop and deliver a clear and prioritised work programme, piloting new approaches to benefit the South; delivering a strong programme of engagement with stakeholders across the South of Scotland, to influence and inform the proposals for the new Agency; and finally influencing the design of the new Agency, offering views to the Scottish Government on options for the structure and functions of the new Agency, ensuring the Agency is responsive to, and informed by, the needs of the region. Good progress has been made across all of these activities.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:-**
 - (a) **Notes the progress made in securing funding for key South of Scotland and Scottish Borders projects, as set out in Appendix 1.**
 - (b) **Welcomes the findings of the Scottish Government's South of Scotland Enterprise Agency consultation, as set out in Appendix 2.**
 - (c) **Agrees that officers continue to work jointly with Dumfries & Galloway Council, and other partners, to deliver key actions in the SoSEP Work Plan.**
 - (d) **Agrees that Cllr Rowley, Executive Member for Business and Economic Development, should represent the Council at Parliamentary Committees relating to the South of Scotland Enterprise Bill, as appropriate.**

- (e) Agrees to invite Professor Russel Griggs, Chair of the South of Scotland Economic Partnership, to update the Committee in January 2019.**
- (f) Agrees to receive further reports on the South of Scotland Economic Partnership and the new Agency as work progresses.**

3 BACKGROUND

- 3.1 As part of the Enterprise and Skills Review, the Scottish Government has committed to creating a new South of Scotland Enterprise Agency covering the Scottish Borders and Dumfries and Galloway. It will offer a once in a generation opportunity with the potential to significantly improve the level of investment in economic growth, enterprise, skills and innovation across the South of Scotland. It is intended that this new Agency will operate in a similar way to Highlands and Islands Enterprise and that it will closely align its work with Scottish Enterprise, Skills Development Scotland, Scottish Funding Council and VisitScotland.
- 3.2 The Scottish Government's Programme for Government 2018/19 confirmed that the legislation to establish the South of Scotland Enterprise Agency would be introduced to Parliament this year, and the South of Scotland Enterprise Bill was introduced in the Scottish Parliament on 24 October 2018. Whilst subject to the necessary Scottish Parliamentary process, the aim is to ensure that the new Agency is operational by 1 April 2020.
- 3.3 In view of the time required to complete the statutory processes, the Scottish Government has set up the South of Scotland Economic Partnership (SoSEP) as an interim solution to ensure that the South of Scotland benefits from a new approach to economic development as soon as possible. SoSEP involves representatives from business, the third sector, further and higher education, as well as key public sector partners. It is chaired by Professor Russel Griggs.

4 PROGRESS WITH INTERIM ARRANGEMENTS

- 4.1 The Government established SoSEP to take a new approach to inclusive growth in the short term and to prepare the ground for the new South of Scotland Enterprise Agency. The Memorandum of Understanding underpinning SoSEP identifies the purpose of the Partnership as being threefold.
- 4.2 Firstly, it will develop and deliver a clear and prioritised work programme, aligning existing activity, driving progress and piloting new approaches to benefit the South. Secondly, it will deliver a strong programme of engagement with stakeholders across the South of Scotland, including the private sector, to ensure that they influence the work programme and can inform the proposals for the new Agency. Finally, it will influence the design of the new Agency, offering views to the Scottish Government on options for the structure and functions of the new Agency, assessing what has worked and engaging with stakeholders to ensure the Agency is responsive to, and informed by, the needs of the area.
- 4.3 A key benefit of this interim work is to allow the partners to bring forward and test new ideas, programmes and projects which will be fed into the work to establish the new Agency once the parliamentary process is completed. However, the ability to deliver these new areas of activity is dependent on the level of resources that partners, including Scottish Government, are able to make available. To ensure progress, the Scottish Government has made £10M available in the 2018/19 financial year to support the work of the South of Scotland Economic Partnership.

5 INITIAL WORK PLAN

- 5.1 In addressing the first purpose the Partnership agreed a prioritised Work Plan at its meeting on 27 March 2018. The Work Plan is structured around eight themes which are:
1. Governance
 2. Communities
 3. Food Production, Forestry and Land Management (changed from Agriculture & Forestry by the Theme Group)
 4. Education and Skills
 5. Key Sectors
 6. Business Support
 7. Infrastructure
 8. Arts & Culture
- 5.2 These themes are also the basis for a series of Theme Groups which were agreed by the Partnership's Board. These groups are undertaking work to establish what the future priorities and forms of delivery might be in each theme area.
- 5.3 The Partnership has also sought proposals from across the South of Scotland on how the £10M allocated for 2018/19 might best be used. The proposals that have come forward have been wide ranging in their scope and in the scale of funding being sought.
- 5.4 The Partnership has established a process and clear criteria for assessing and assisting in the development of the proposals to a point where a recommendation can be made to the Scottish Government on whether or not to fund a proposal. Appendix 1 summarises the projects supported and the financial position in 2018/19 at 15 October 2018. The work plan will continue to be developed and projects will be added or removed through the project business case approval process.
- 5.5 In the Scottish Borders, the Centre for Textiles Excellence that has been approved for Hawick will support the local textiles industry, helping businesses develop young people with the right skills for the sector, and helping people of all ages to retrain to enter the sector. Newcastleton and District Community Trust has been supported to undertake a feasibility study on the commercial and economic viability of a community-owned bunkhouse at Tweedenhead, Newcastleton, which has the potential to have a positive economic impact in that very rural area. The College's South of Scotland Skills and Learning Network project will also have a positive impact in the Scottish Borders, improving access to further education and skills development. Match-funding for community projects in Peebles, Newlands and Tweedsmuir has also been delivered, helping to support the Scottish Government's 'Strengthening Communities' programme.
- 5.6 The combination of the agreed Work Plan, the work of the Theme Groups and the funding proposals, is establishing a wide area of interest for SoSEP. When linked to the outcome of the stakeholder events (see below), this will allow a significant contribution to be made to the purpose of the Partnership which includes working to influence the design of the new Agency and helping the Scottish Government as it takes forward its delivery.

6 STAKEHOLDER EVENTS AND CONSULTATION

- 6.1 As part of addressing the third purpose of the Partnership, to deliver a strong programme of engagement with stakeholders across the South of Scotland, a series of engagement events were led by SoSEP across the region. The events were split into evening events aimed at community groups and morning events/business breakfasts aimed at businesses. The events addressed three issues – to inform the approach to the development of the new Enterprise Agency (aligned to a parallel consultation on the legislation undertaken by the Scottish Government), development of SoSEP’s Work Plan, and development of the Borderlands Inclusive Growth Deal.
- 6.2 Twenty six engagement events took place across the South of Scotland during the period from April to June 2018. An additional event was arranged for the National Economic Forum on 18 June 2018. Overall, 536 stakeholders attended the events. An additional 146 SoSEP Board members and members of the public bodies of SoSEP attended across the 26 events, making 682 attendees in total. The events were led by the Chair and Lead Officer for SoSEP and organised by the Southern Uplands Partnership (SUP). Scottish Government and Scotland Office officials were also in attendance to hear the discussions and points raised.
- 6.3 A formal report recording and assessing the outcome of the events has been published by SoSEP and is publicly available at <http://www.sosep.co.uk/stakeholder.html> This is a valuable supplement to the analysis of the Scottish Government’s written consultation that has also recently been published. A copy of the Scottish Government’s consultation analysis is attached at Appendix 2. The key messages were raised across both Dumfries and Galloway and the Scottish Borders, indicating that there is a shared need across both local authority areas and a clear rationale for the South of Scotland Enterprise Agency.
- 6.4 The Scottish Government’s ambitions for the South of Scotland were endorsed by 87% of respondents. In the comments, respondents highlighted the importance of inclusive growth and increased productivity; good employment opportunities and wages; the importance of sustainable approaches; and the need to diversify the economy. In addition, the need for economic regeneration, infrastructure development, and an improved East-West road and rail network were emphasised.
- 6.5 Respondents outlined a wide range of economic challenges that they would like to see the Agency address, including: low productivity in the South of Scotland; Brexit and the loss of European funding; the demographic challenge of an ageing population and young people leaving the area; as well as the lack of affordable housing, further and higher education opportunities and a skilled workforce.
- 6.6 Respondents highlighted a range of economic strengths in the South of Scotland that they would like the Agency to build upon, including: the quality of life in the South of Scotland; its history, cultural heritage and natural capital; and a range of sectors that are important to the South of Scotland, including primary industries, the creative sector and tourism.

- 6.7 Stakeholders were enthusiastic and keen for further engagement and an on-going dialogue so it is clear that ongoing stakeholder engagement will be essential for the success of the Partnership's work. In autumn 2018 there will be engagement with young people and further engagement with relevant organisations and businesses across the region. This builds on the commitment to repeat the stakeholder events in April to June 2019 that has been made by the Chair of SoSEP.

7 INFLUENCING THE DESIGN OF THE NEW AGENCY

- 7.1 The new Agency will have a key role in driving inclusive growth, increasing productivity and tackling inequality. It is a major opportunity to do things differently in the South of Scotland, to focus on the needs of place, helping the area to thrive supporting businesses and communities. The legislation required to establish the new Agency was introduced in the Scottish Parliament on 24 October 2018 which, with appropriate Parliamentary approval, should ensure that the Agency is operational at the beginning of financial year 2020/21.
- 7.2 There are a number of stages in the legislative process for the Bill. It has been laid in the Scottish Parliament to begin Stage 1, where a lead committee will be appointed to scrutinise the Bill. The South of Scotland Enterprise Bill is to be scrutinised by the Rural Economy and Connectivity Committee and they will look at the overall principles of the Bill. During Stage 1, the Committee will take evidence. Some representatives from the Council may be called to give evidence and it is recommended that Cllr Rowley, Executive Member for Business and Economic Development, should take a lead role in that case. A vote in Parliament will conclude Stage 1, to agree the overall principles. At Stage 2, line by line scrutiny is carried out, and it is open to Member amendments. Stage 3 involves further continued scrutiny, before a final vote is held in the Parliament to pass the final Bill
- 7.3 All of the consultation and engagement activity has contributed to the Partnership now being able to identify emerging themes and priorities that can be used to help influence the design of the new Agency. With this in mind, the Partnership met the Cabinet Secretary for the Rural Economy on 23 August 2018. This afforded an opportunity to discuss directly with Mr Ewing MSP the key themes and priorities that the Partnership believes should be addressed by the Government as the legislation is introduced into the Parliament and the plans for the Agency progress.
- 7.4 These themes and priorities included the need to focus on continued support for the work of SoSEP as it moves into the next financial year; the need to raise the profile of the South of Scotland; the importance of a continued focus on 'Place'; the need to respond to the requirements of young people in the South, particularly in relation to housing; the importance of Digital Connectivity and ensuring it is effectively utilised by business; and finally on transport in ensuring value for money and improving the frequency of services. Some work is underway to scope out the transport need across the two Councils.

- 7.5 It is expected that the Cabinet Secretary will be writing to the public sector partners shortly to set the context and direction of travel for SoSEP in 2019/20, and to ensure continuation of the positive engagement which all partners have demonstrated so far. SoSEP will shortly begin working on next year's work plan, which will heavily feature work on shaping the new Agency. Around 40 enquiries have been received by SoSEP for funding of projects going into next year.
- 7.6 In view of the significant amount of activity under way around SoSEP and the new Agency, officers consider that it would be appropriate to invite Professor Russel Griggs to attend the next economic development themed Executive Committee meeting at the end of January 2019. This would allow him to provide an update directly to Members on progress and provide an opportunity for a wider discussion on the new Agency.

8 IMPLICATIONS

8.1 Financial

- (a) The proposals discussed in this report are at an early stage of development. Officers are continuing to work on the financial implications of the proposals in order to develop viable, fundable projects. It is important to re-emphasise that the ambition to transform the economy of the South of Scotland will not be achieved without a significant uplift in resources and investment. It is clear from the South of Scotland Enterprise Bill that has been introduced in the Scottish Parliament that the Scottish Government wants to ensure that the new Agency has the right resources to tackle the challenges in the regional economy.
- (b) There is an ongoing need to ensure that current investment and budgets are identified and aligned to deliver the best impact as part of the Council's partnership contribution. It is expected that key partners, including the Councils, ensure that the resources they are investing in economic development in the region are used to support the agreed priorities being delivered through SoSEP. Existing Council resources will continue to be committed to this alongside the resources of Dumfries & Galloway Council and the other partners. It is recommended that officers continue to work with SoSEP partners to develop and deliver projects that have a positive economic impact on the Scottish Borders and the South of Scotland.

8.2 Risk and Mitigations

Partnership working will always present challenges, however, the Council and partners involved in the South of Scotland Economic Partnership are committed to working together to ensure its success. As discussed throughout the main body of the report there are actions in place to mitigate risks to the achievement of the Partnership's strategic objectives and those of the Initial Work Plan. These mitigations include regular engagement with key stakeholders and meetings between key partners to ensure that activities are aligned. Risk registers will also be developed and appropriately managed to support the Initial Work Plan.

8.3 Equalities

It is anticipated that Equalities Impact Assessments will be required in relation to the activities undertaken by the South of Scotland Economic Partnership in order to ensure that there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising. Importantly, SoSEP has inclusive economic growth and 'Fair Work' as underpinning themes.

8.4 Acting Sustainably

The South of Scotland Economic Partnership has the aims of sustainable and inclusive economic growth at its core. By helping to encourage and secure additional economic activity and growth it will contribute to the sustainability of the local economy and communities across the region.

8.5 Carbon Management

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

8.6 Rural Proofing

Rural Proofing is not specifically required as the proposals do not relate to an amended Council policy or strategy. However, the South of Scotland Economic Partnership has the potential to have a positive impact on rural areas.

8.7 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.

9 CONSULTATION

- 9.1 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 are being consulted and their comments will be incorporated into the final report.

Approved by

Rob Dickson
Executive Director

Signature

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Background Papers:

Previous Minute Reference: Scottish Borders Council, 31 May2018

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South of Scotland Economic Partnership (SOSEP)

Approved Funding Applications

Ref No	Project Title	Lead Partner agency	Project Description	2018/19 Cost £	Status
1	Research into Barriers to Business Growth – Johnathan Levie research	Scottish Government	<ul style="list-style-type: none"> • Five stage process to obtain new empirical data, analyse it and facilitate interpretation and an action programme for business growth for the South of Scotland. 	£45k	27.03.18 - Approved by Board
2	Colleges Articulation Project	Scottish Funding Council (SFC)	<ul style="list-style-type: none"> • Widening Access to University through Articulation for learners in the South of Scotland • Request for development funding to design an articulation model where funding for articulation is routed through the regional colleges and not HEIs. • The development phase will require a Progression Manager and release of curriculum leads to engage with HEIs on mapping 	£79k	27.03.18 - Approved by Board
3	South of Scotland Skills and Learning Network	D&G/ Borders Colleges	<p>Two projects:</p> <ul style="list-style-type: none"> • create a new Skills and Learning network based on a digital and physical hub and spoke model • two stage project to support a new regional model of degree level qualification through a joint college and university approach 	£6.6M	14.06.18- approved by Board
4	Strengthening Communities Programme (SCP)	HIE	<ul style="list-style-type: none"> • To match SG SCP funding on 7 projects through, 3 from Scottish Borders area (Peebles Community Trust, Tweedsmuir Community Company and Newlands Community Development Trust)and 4 from D&G area. • To provide support (mainly project officers) to assist with the delivery of asset based income-generating activity for their community. 	£221K	14.06.18 - Approved by Board

5	Annan Regeneration Project	D&G Council	<ul style="list-style-type: none"> • Setup a Tiger Team of 4 to focus practically on Employment and Skills, Business Support through Business Gateway, Planning and Economic Development • Focus on the priorities identified by the Ministerial Action Group. • Provide practical help for the staff and communities in a rapid and responsive manner whilst accelerating pipeline projects that the Steering group, partners and the Council have been developing. 	£250K	14.06.18 - Approved by Board
6	Hawick Centre of Excellence in Textiles	Scottish Borders Council	<ul style="list-style-type: none"> • Create a training centre to provide basic skills training in textiles. • To offer a destination for school leavers and unemployed in the region from Aug 2018. • The initial phase will be from rented premises while purchase and development of property is carried out. 	£610K	14.06.18 - Approved by Board
7	Newcastleton & District Community Trust	Scottish Borders Council	<ul style="list-style-type: none"> • Funding for feasibility study for development of bunkhouse in Tweedenhead, Newcastleton. 	£9K	23.08.18 – approved by Board
8	Social Enterprise project	HIE	<ul style="list-style-type: none"> • Funding towards delivery costs of a programme of activities that will build the capacity of Communities in the South of Scotland. 	£70K	23.08.18 – approved by Board

15 October 2018

South of Scotland Enterprise Agency

Consultation Analysis

Richard Scothorne
Director
Rocket Science UK Ltd



South of Scotland Enterprise Agency Consultation Analysis

Richard Scothorne

Director

Rocket Science UK Ltd

September 2018

Contents

Contents	2
Executive summary	3
Chapter 1 Introduction	5
Chapter 2 Profile of respondents	7
Chapter 3 Ambitions for the South of Scotland	9
Chapter 4 The economic context of the South of Scotland	14
Chapter 5 Potential activities for the South of Scotland Enterprise Agency ..	20
Chapter 6 Effective boundaries.....	25
Chapter 7 Location and Board of the Agency	27
Chapter 8 Young people	31
Chapter 9 Other issues	34
Appendix 1: Methodology.....	38
Appendix 2: List of questions	40
Appendix 3: List of organisations that responded	42

Executive summary

Introduction

Between March and June 2018, the Scottish Government ran a consultation process about the planned Enterprise Agency for the South of Scotland (“the Agency”). The online consultation consisted of one closed and 20 open-text questions and was supplemented by 26 engagement events at different locations throughout the South of Scotland. The engagement events were organised and publicised by the Southern Uplands Partnership.

There were a total of 268 responses to the online consultation. 153 responses were from individuals and 115 responses from organisations.

This report presents the analysis of the 268 responses to the online consultation and summary notes of the 26 engagement events which the Southern Uplands Partnership provided.

The central messages of the respondents are summarised below. The key messages were raised by respondents and event discussions across both Dumfries and Galloway and the Scottish Borders, indicating that there is shared need across both local authority areas and a clear rationale for the South of Scotland Enterprise Agency.

Ambitions for the South of Scotland

87% of respondents agreed with the Scottish Government’s outlined ambition for the South of Scotland. In the open-text comments respondents highlighted the importance of inclusive growth and increased productivity, good employment opportunity and wages, the importance of sustainable approaches and the need to diversify the economy. In addition, the need for economic regeneration and infrastructure development. The East-West road and rail network in particular was emphasised.

The economic context of the South of Scotland

Respondents outlined a wide range of economic challenges that they would like to see the Agency address, including: low productivity in the South of Scotland; Brexit and the loss of European funding; the demographic challenge of an ageing population and young people leaving the area; as well as the lack of affordable housing, further and higher education opportunities and a skilled workforce.

Respondents highlighted a range of economic strengths in the South of Scotland that they would like the Agency to build upon, including: the quality of life in the South of Scotland; its history, cultural heritage and natural capital; and a range of sectors that are important to the South of Scotland, including primary industries, the creative sector and the tourism industry.

Potential activities for the South of Scotland Enterprise Agency

What currently works well in the South of Scotland

Respondents highlighted that the South of Scotland has a vibrant community sector that provides important services and activities for local communities. In addition, the current level of partnership working, and the support provided by different agencies, were highlighted as areas that currently work well.

Activities related to the aim of driving forward the economy

Respondents emphasised the need to better market the South of Scotland to attract new sectors, investment and tourists to the area. The importance of the Agency supporting and working together with local businesses was highlighted.

Activities related to the aim of growing and sustaining communities

Respondents suggested that the Agency should help communities to grow their capacity and provide funding and support to community groups and social enterprises.

Activities related to the aim of capitalising on people and resources

Respondents suggested that the Agency should develop more value-added operations through local processing and investment in research and innovation. The need to further develop the education and skills sector was highlighted as well as the need to capitalise on the skills and experience of older and local people.

Effective boundaries

Respondents emphasised the need for the Agency to cooperate with other agencies and institutions and local authorities (both Dumfries and Galloway and the Scottish Borders, and other neighbouring Scottish local authorities) as well as England and Northern Ireland.

Location and Board of the Agency

Respondents suggested that accessibility was the key criteria for choosing a location for the Agency but the importance of digital and face-to-face delivery was also highlighted.

It was suggested that the Board of the Agency should be made up of a diverse group of individuals. Respondents in particular highlighted the importance of involving local representatives, individuals from the private sector and young people.

Young people

A large majority of respondents highlighted the importance of keeping young people in the area and suggested various ways of doing so, ranging from creating education and training as well as employability and job opportunities.

Chapter 1 Introduction

Between March and June 2018, the Scottish Government ran a consultation process about the planned Enterprise Agency for the South of Scotland (hereafter “the Agency”). The consultation consisted of:

- An online consultation comprising of one closed-question and 20 open-text questions. A total of **268 responses to the online consultation were submitted**.
- The online consultation was supplemented with **26 engagement events** at different locations throughout the South of Scotland (Dumfries and Galloway and Scottish Borders). The engagement events were led by members of the South of Scotland Economic Partnership (SOSEP) and staff from the Scottish Government. The Southern Uplands Partnership was commissioned by SOSEP to organise and publicise the events. The events explored general questions and comments about the planned Agency for the South and asked participants to formulate their key questions and comments. The summary notes from each event are considered as a response to the consultation.

Rocket Science UK Ltd. was commissioned by the Scottish Government to analyse the responses to the consultation process, including both the 268 submitted responses to the online consultation and the summary notes from the 26 consultation events.

Background to the planned South of Scotland Enterprise Agency

Following Phase 2 of the Enterprise and Skills Review, the Scottish Government confirmed that it proposed to establish a new Enterprise Agency for the South of Scotland as a public body through primary legislation. The Agency has three overarching aims:

- Maximise the South of Scotland’s contribution to Scotland’s inclusive growth with a focus on supporting a diverse and resilient economy.
- Sustain and grow communities, i.e. building and strengthening communities through joining up economic and community support.
- Capitalise on people and resources through developing skills, promoting assets and maximising the impact of investment in the area.

The Scottish Government intends to introduce the legislation to establish a new public body to the Scottish Parliament in 2018, with the goal of the Agency beginning formal legislative operation from 1 April 2020.

For the interim period, the Scottish Government has established an interim partnership: the South of Scotland Economic Partnership (SOSEP). Professor Russel Griggs OBE is the Chair of the Partnership and Rob Dickson its Chief Officer. The Partnership is made up of partners from the private, public, third, further and higher education sectors. In the 2018/19 financial year, the Scottish Government has identified £10 million to support the Government's ambition to drive forward inclusive growth and support communities across the South of Scotland.

The consultation was a key step in informing the legislation to establish the Agency as well as providing both SOSEP and the future agency with valuable insights about the views of communities, businesses and organisations operating in the South of Scotland.

The methodology adopted is described in Appendix 1. Appendix 2 sets out the consultation questions, while Appendix 3 sets out the list of respondents who agreed to have their responses published.

Report structure

The rest of the report is structured as follows:

Chapter 2 - Profile of respondents: Outlines those who responded to the consultation including the proportion of individual and organisation responses, types of responding organisations and the location of consultation events.

Chapter 3 - Ambitions for the South of Scotland: Discusses respondents' ambitions for the South of Scotland including its economy, infrastructure and communities.

Chapter 4 - The economic context of the South of Scotland: Examines perceived economic challenges and strengths in the region and regional differences, both within the South and between the South and other areas of Scotland.

Chapter 5 - Potential activities for the South of Scotland Enterprise Agency: Including activities relating to driving forward the economy, growing and sustaining communities, and capitalising on people and resources.

Chapter 6 - Effective boundaries: Outlines respondents' views on the types of cooperation which were seen as necessary for the successful operation of the Agency.

Chapter 7 - Location and Board of the Agency: Including how the location of the Agency should be decided and the types of individuals who should make up the Board.

Chapter 8 - Young people: Reviews respondents' views on how young people can be encouraged to stay and move to the South of Scotland.

Chapter 9 - Other issues: Discusses issues relating to equalities, cooperation with stakeholders and views on the structure and decision-making processes of the Agency.

Chapter 2 Profile of respondents

This chapter outlines who responded to the consultation.

Figure 1 shows that out of the 268 respondents to the online consultations, 153 were individuals (57%) and 115 were organisations (43%).

Figure 1 Individual and organisational responses to the online consultation

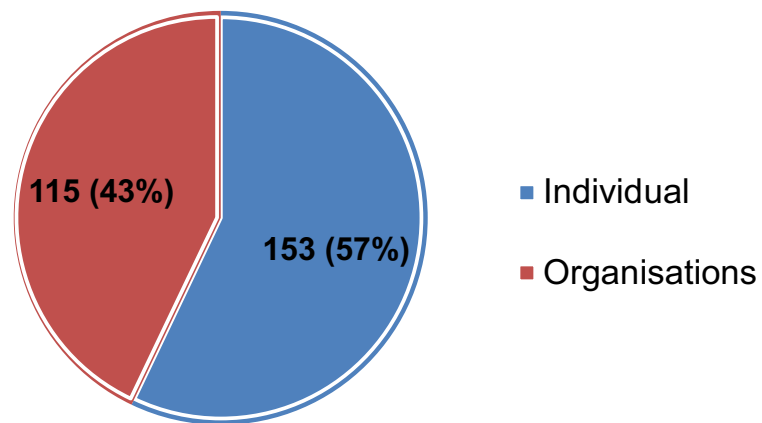


Figure 2 shows the different types of organisations that responded. Community organisations and national organisations responded most often (30% respectively), followed by businesses (16%), other organisational responses (10%) and local authorities (6%).

Figure 2 The types of organisations that responded to the online consultation

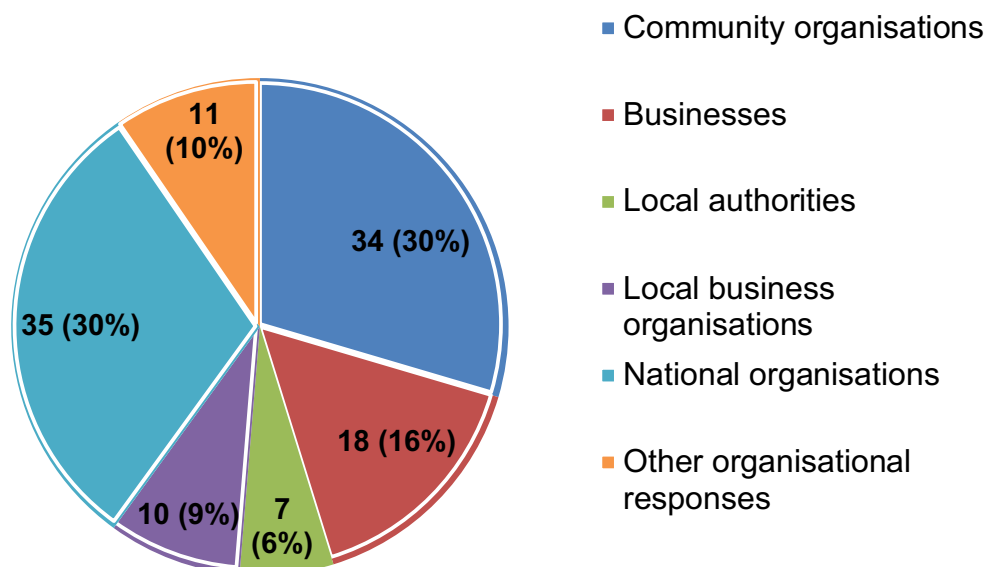
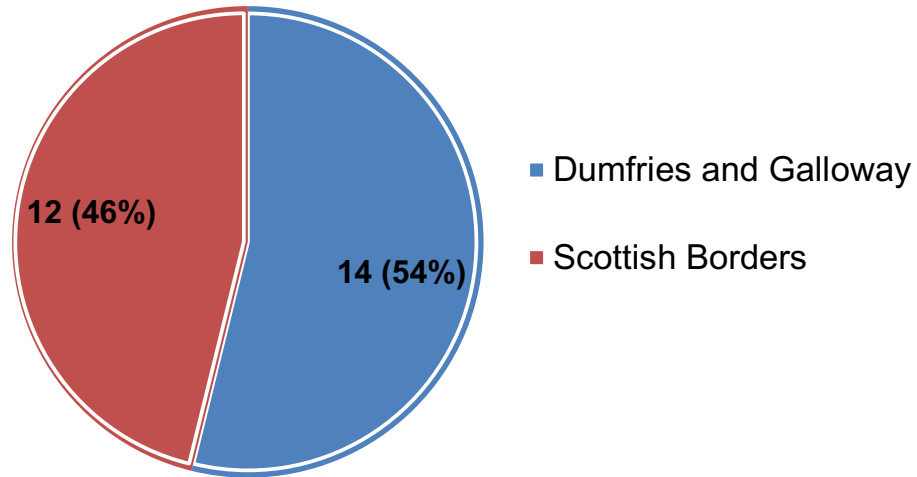


Figure 3 shows how many of the consultation events took place in Dumfries and Galloway or the Scottish Borders. There was a nearly even split with 14 events having taken place in Dumfries and Galloway and 12 events having taken place in the Scottish Borders.

Figure 3 The location of consultation events



Chapter 3 Ambitions for the South of Scotland

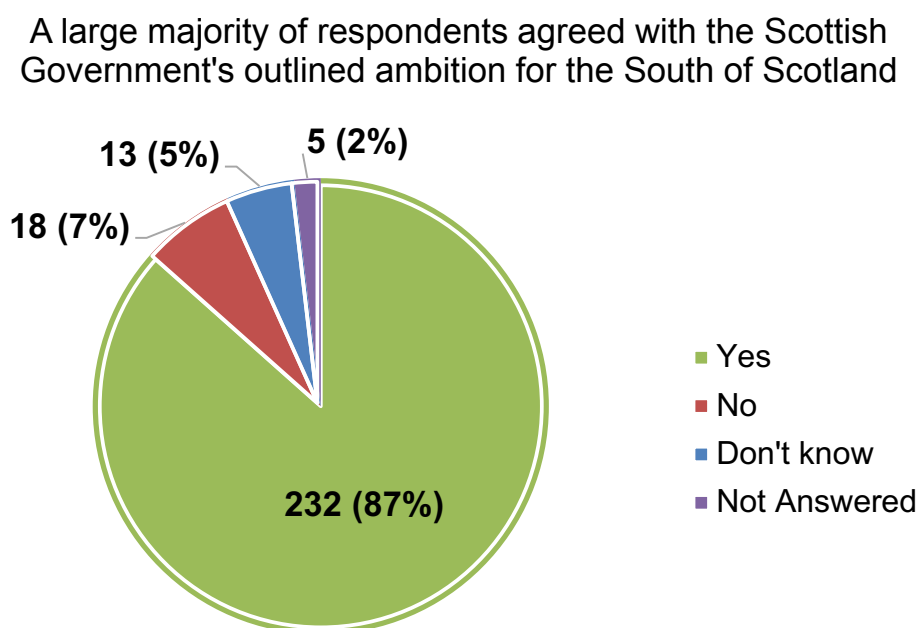
The consultation document outlined the Scottish Government's ambition for the South of Scotland:

- Businesses with increased productivity that are ambitious for the future, investing in innovations, and offering good employment opportunities with higher wages.
- A skilled workforce, with the skills needed now and the ability to develop the skills needed in the future.
- More opportunities for young people so that they stay in the South of Scotland.
- Communities better equipped to play a greater role in the economic, social and environmental success of the South of Scotland.
- Identifying and tackling the barriers to inclusive growth.

The consultation asked respondents to indicate whether they agreed or disagreed with the outlined ambition.

Figure 4 shows that a large majority (87%) of respondents to the online consultation agreed with the Scottish Government's outlined ambition for the South of Scotland. Only a few respondents (7%) indicated that they did not agree with the Scottish Government's outlined ambition.

Figure 4 Respondents' answers as to whether they agree with the outlined ambition for the South of Scotland



This was followed by three open-text questions, asking respondents whether they agree with the outlined ambition, what they would like to see for the South of Scotland, and their ambitions for the future economic success of the South of Scotland.

In response to the open-text questions, respondents raised the following issues:

- South of Scotland's economy
- Economic regeneration and infrastructure development
- Better joined-up working
- Vibrant communities
- Education and skills development
- Focus on sustainability
- Focus on young people

Each of these points is analysed in more detail below.

3.1 South of Scotland's economy

Many respondents to the online consultation and 12 out of 26 consultation events outlined their ambition for South of Scotland's economy which they would like to see characterised by:

- **Inclusive growth and increased productivity:** Respondents highlighted their ambition for the South of Scotland to have an economy that is growing, socially inclusive and tackles inequality, supplemented by a job market providing equal opportunities for all. In addition, there was an ambition for increased productivity across the South of Scotland with a rise in the Gross Value Added per worker in the South of Scotland.
- **Good employment opportunities and wages:** Many respondents to the online consultation and participants at 12 consultation events highlighted the need to overcome the current low-wage economy in the South of Scotland and develop high-skilled and well-paid employment opportunities in the South of Scotland. An increase in the wage levels was regarded as a first step in attracting professionals to the South of Scotland and encouraging young people to stay in the area (a point further discussed in Chapter 8).
- **Diversification of the local economy:** Besides raising the importance of the traditional sectors in the South of Scotland, respondents highlighted the need for the South of Scotland's economy to be diversified. The over-reliance on a few sectors, particularly agriculture, but also large employers was seen as making the South of Scotland prone to risks and economic shocks.
- **Business landscape:** Respondents highlighted their ambition for the South of Scotland to have a thriving local business base. In particular, it was felt that the agency's focus should be on supporting businesses that are

indigenous to the South of Scotland. A few felt that this should take precedence over the ambition to attract investment and businesses from outside the area.

- **Circular economy:** Some respondents outlined their vision for a circular economy in the South of Scotland. This included the suggestion that local businesses and public-sector organisations develop local supply chains. The circular economy was presented as a being more sustainable than traditional models of economic growth.

3.2 Economic regeneration and infrastructure development

In addition to outlining their general ambition for the South of Scotland's economy, many respondents made comments regarding the need for economic regeneration and investment in the South of Scotland.

- Respondents highlighted their ambition for the South of Scotland to be an attractive place to live and visit but also work and invest, and for the profile of the South of Scotland to be raised accordingly. In particular, they highlighted the need for the South of Scotland to:
 - **Attract investment and businesses:** This was seen as a means to ensure economic growth and create good employment opportunities (see above) and as attracting new sectors to the South of Scotland (see Section 5.2).
 - **Attract professionals and a skilled workforce:** Attracting professionals and widening the talent pool was seen as crucial for the South of Scotland's economy.
- Respondents suggested that the transport infrastructure in the South of Scotland should be better developed. In particular, respondents proposed that:
 - The public transport timetables, i.e. train and bus schedules and the frequency with which they run, should be developed to fit around commuting patterns.
 - The Borders Railway should be extended further south to Carlisle, with stops in between being considered.
 - The railway line between Dumfries and Stranraer should be reopened.
 - Many respondents suggested that the East-West road network, particularly the A7, A68, A75, A76 and A77, could be further improved, with potholes being filled and dual carriageways being developed for the whole length of these roads.
 - Respondents also suggested that the role and potential of ports and harbours should be considered by the South of Scotland Enterprise

Agency, particularly the port in Stranraer, and Annan and Eyemouth harbours.

- Respondents highlighted the importance of transport infrastructure for other areas of development in the South of Scotland. It was felt that a better developed transport system in the South of Scotland had the potential to reduce social isolation, increase tourism, attract investment and business (see above), and encourage young people to remain in the area (see Chapter 8).
- Respondents highlighted that they would like to see the digital infrastructure improved, i.e. faster broadband speeds and improved mobile coverage.
- Respondents outlined their ambition for thriving town centres, suggesting that town centres and decaying buildings should be regenerated. They outlined their vision for town centres to have a range of shops and cafes but also post offices and banks.

3.3 Better joined up working

Many respondents to the online consultation and participants at 16 of the 26 consultation events suggested that they would like to see a South of Scotland that is characterised by meaningful cooperation between different stakeholders and better joined-up working. This included cooperation across:

- **Different sectors**, including:
 - The private, public and third sectors.
 - Different sectors of the rural economy such as forestry and farming.
 - Sectors that can support the tourism industry such as the food and drinks industry and the creative sector.
 - It was also suggested that developments across the South of Scotland should strike a balance between environmental, economic and social concerns.
- **Different organisations**: There was a perception that there are currently many organisations doing different things. The view was that their activities should be better joined up and that there should be an integrated approach to policy making, for example, a coordinated approach to tackling poverty and inequality in the South of Scotland. Respondents also suggested that local agencies and central government, as well as local authorities and social enterprises, should work together more closely.

3.4 Vibrant communities

A few respondents outlined their ambition for the South of Scotland to be characterised by vibrant communities. This included communities being well-equipped to take an active part in the development of the South of Scotland and for

citizens across the South of Scotland to have equal opportunities and the possibility of leading a healthy lifestyle.

3.5 Education and skills development

Some respondents highlighted that they would like education provision in the South of Scotland – ranging from school to college and higher education – to be extended and improved. In addition, it was felt that there should be a focus on employability and entrepreneurship.

3.6 Focus on sustainability

Many respondents said that they would like to see a South of Scotland that has a focus on sustainable development approaches. They outlined a focus on:

- Environmental sustainability, with a focus on a sustainable use of natural resources including land use (e.g. multi-use forestry), renewable energy or the development of a smart energy system.
- However, a few respondents questioned the merit of wind farms, as it was felt that they compromised the natural landscape of the South of Scotland and therefore have a detrimental effect on tourism.
- Economic sustainability, including a focus on:
 - Sustainable business growth
 - Low-carbon economy, including an infrastructure allowing people to have a low carbon footprint but also the creation of a low carbon economy as set out in the Scottish Government Climate Change Plan.

3.7 Focus on young people

Respondents outlined that they would like the South of Scotland to better invest in its young people. The ambitions here ranged from providing young people with better education and job opportunities to retaining and attracting more young people to the South of Scotland. All of these points are further discussed in Chapter 8.

Chapter 4 The economic context of the South of Scotland

Respondents were asked which strengths of the South of Scotland they would like to see the agency to build on and, in turn, which economic challenges they would like the agency to address. This chapter outlines responses both from online respondents and consultation events.

4.1 Economic challenges to be addressed

A large majority of respondents to the online consultation and 24 out of 26 consultation events outlined one or more of the economic challenges below that they would like the Agency to address:

- Low productivity
- Brexit and the replacement of European Union funding
- Reduction in bureaucracy
- Demographic challenges
- Deprived communities
- Lack of affordable housing
- Lack of further and higher education opportunities
- Lack of a skilled workforce
- A low wage economy
- Infrastructure challenges
- Restrictive planning processes

Each of these points are discussed in more detail below.

4.1.1 Low productivity

In line with the ambition for inclusive growth and increased productivity (see Section 2.1), respondents highlighted the low levels of productivity, e.g. the Gross Value Added, as a challenge facing the South of Scotland.

4.1.2 Brexit and European Union funding

Some respondents, and 6 out of 26 consultation events, felt that Brexit - both the loss of EU funding (particularly for land-based industries) and/or the potential loss of access to the wider European labour market - could have a negative effect on the South of Scotland. This was seen as a challenge that the Agency could help to address.

4.1.3 Reduction in bureaucracy

Respondents felt that both individuals and organisations are often faced with excessive bureaucracy – a challenge respondents would like to see the Agency address, particularly in terms of seeking funding support.

4.1.4 Demographic challenges

Many respondents drew attention to a variety of interlinked demographic challenges facing the South of Scotland, i.e. a declining and ageing population, which is further exacerbated by many young and economically active people leaving the area, creating a “brain drain” from the South of Scotland. The primary means through which this demographic challenge could be addressed by the Agency is by ensuring that young people are provided with opportunities – a point further explored in Chapter 8. With respect to the ageing population in the South of Scotland, respondents suggested that the support and care provision for the older population should be considered by the Agency, both as a local need and as an economic sector with growth potential.

4.1.5 Deprived communities

Some respondents emphasised the high levels of inequality, deprivation, fuel poverty and social isolation of many communities in the South of Scotland, which they regarded as the results of a low wage economy, high living costs and cuts to public sector services. It was felt that the Agency should have a role in tackling deprivation in the South of Scotland.

4.1.6 Lack of affordable housing

Some respondents felt that there was currently a lack of affordable and social housing and that locals were usually not in a position to afford their own home. Regarding this, it was suggested that the Agency should support a regeneration process which is focused on enhancing the housing options for local people.

4.1.7 Lack of further and higher education opportunities

Respondents felt that there was currently a lack of further and higher education opportunities across the South of Scotland. Respondents suggested that there should be a wider range of training opportunities available, both in terms of a more substantial college presence and more subjects being offered, particularly in terms of tourism, hospitality and agricultural training pathways.

The provision of more training opportunities was seen as the key to keeping young people in the area.

4.1.8 Lack of a skilled workforce

Some respondents emphasised that employers currently find it difficult to recruit a skilled workforce and that the Agency should address skills shortages across different industries.

4.1.9 A low-wage economy

Some respondents felt that there was currently a low-wage economy operating in the South of Scotland and that the local economy was characterised by a shortage of well-paid employment opportunities. Respondents highlighted that many of the South of Scotland's major sectors, such as tourism and agriculture only offer seasonal work. The perceived high levels of unemployment were also highlighted.

4.1.10 Infrastructure challenges

Similar to the infrastructural ambitions outlined in Chapter 2, many respondents to the online consultation, and 17 out of 26 consultation events, noted a number of infrastructural challenges that they would like the Agency to address, including:

- Poor digital infrastructure, e.g. mobile and broadband delivery.
- Insufficient transport infrastructure, in terms of both the road and rail networks. In addition, respondents pointed out the cost of transport as a challenge for the people of the South of Scotland.
- Some respondents raised the issue of town centres decaying with high street shops closing down, derelict and empty properties, and a lack of leisure facilities.

4.1.11 Restrictive planning processes

A few respondents suggested that current planning processes were too slow and restrictive, and that there is a need to better involve communities in local planning processes. For respondents' opinions on the role of the Agency in planning processes, see Section 9.4.

4.2 Economic strengths for the Agency to build upon

A large majority of respondents to the online consultation, and 23 out of 26 consultation events, outlined a number of economic strengths they would like the Agency to build upon:

- Community spirit
- Quality of life
- History and cultural heritage
- Natural capital
- Strategic location
- Micro and small businesses
- Sectors important to the South of Scotland
- Educational provision

Each of these points will be explored in further detail below.

4.2.1 Community spirit

Respondents highlighted that the South of Scotland is characterised by a strong community sector and communities that are characterised by a high degree of cohesion, resilience and commitment to the local area. It was suggested that the agency should involve communities closely in its activities, a point further explored in Section 5.3.

4.2.2 Quality of life

Some respondents to the online consultation highlighted that the South of Scotland's natural environment provides a high quality of life. They identified this as the "unique selling point" of the South of Scotland. The South of Scotland was described as an area which was a good place to raise a family and provides opportunities for healthy living. It was suggested that the Agency could capitalise on this strength both in terms of boosting tourism and attracting skilled professionals and businesses to the area.

4.2.3 History and cultural heritage

The South of Scotland's rich cultural heritage and historical significance, including the area's links with Robert Burns and Walter Scott, were identified as a strength of the area that the Agency should build upon, particularly in terms of further developing the tourism industry.

4.2.4 Natural capital

A majority of respondents to the online consultation, and 15 out of 26 consultation events, identified the South of Scotland's natural capital as a major strength that the Agency should build upon. This included in particular:

- Land-based industries such as agriculture and forestry, but also fishery, food processing and land management.
- Renewable energies, ranging from on and off-shore wind farms to hydropower. The renewable energy sector was seen as providing the potential to increase employment and business opportunities in the South of Scotland but also make the area more self-sufficient. It was felt that there should be a coordinated approach to further developing the renewable energy sector across the South of Scotland.
- Lastly, the area's landscape, scenery, and wildlife was seen as a major strength, particularly in terms of further developing the tourism industry. Respondents drew attention to the wide-range of outdoor tourism that the South of Scotland provides, including mountain biking, canoeing and walking.

4.2.5 Strategic location

Respondents emphasised that the South of Scotland has a good strategic location, being relatively close to Newcastle, The Central Belt of Scotland, and Northern Ireland. It was felt that an improved transport infrastructure was needed to capitalise on this strategic location.

4.2.6 Micro and small businesses

Some respondents regarded the presence of a wide range of micro and small businesses, and the entrepreneurial spirit of communities in the South of Scotland as a major strength. It was felt that the importance of small businesses to the South of Scotland should be taken into account by the Agency, and that support should be provided to help small businesses grow (see Section 5.2).

4.2.7 Sectors important to the South of Scotland

A majority of respondents to the online consultation, and 14 out of 26 consultation events, pointed out a range of sectors which they considered strengths of the South of Scotland which the Agency should build on. These sectors included:

- **Primary industries:** Respondents highlighted the importance of agriculture, forestry and fishing for the South of Scotland. While respondents pointed out the high quality of these sectors in the area, it was felt that there was a need to modernise them. Related to this, land management was identified as a sector of importance to the South of Scotland that the Agency could further develop.
- **Tourism:** Respondents suggested that tourism should play a major role in the economic development of the South of Scotland and that there is significant scope to increase the number of tourists visiting the area. It was felt that more could be done to capitalise on opportunities provided by this sector – a point further explored in Section 5.2.
- **Food and drinks industry:** It was suggested that the local food and drink industry, including food processing, was a major strength of the South of Scotland. The high quality of the local produce was highlighted.
- **Creative sector:** Respondents emphasised the creative sector as a strength of the South of Scotland, ranging from local crafts (e.g. knitwear) to arts. It was felt that this sector has the potential to make the South of Scotland more attractive to young people, professionals and tourists. As such, it was felt that the Agency should pay due attention to the role and importance of the creative sector.

4.2.8 Educational provision

Besides the challenges associated with the education sector outlined above, respondents also highlighted aspects of the educational provision that they considered a strength. These included, amongst others, the Crichton Campus in Dumfries, Borders College, Dumfries and Galloway College and the Scottish Borders Campus. Respondents also pointed out that there is good secondary education in the South of Scotland and that attainment levels are relatively high.

4.3 Regional differences

Besides strengths and challenges, some respondents pointed out a range of differences between the South of Scotland and the rest of Scotland, as well as regional differences within the South of Scotland.

- Some respondents felt that the South of Scotland was distinct from the rest of Scotland in terms of its social economic challenges - and that this distinctiveness should be taken into account by the Agency in line with the Scottish Government's emphasis on "place". It was felt that the South of Scotland was the neglected area of Scotland, a situation that they hoped the Agency would rectify.
- Respondents to the online consultation, and 4 out of 26 of the consultation events (all of these four events took place in Dumfries and Galloway), also highlighted a range of differences within the South of Scotland. It was felt that previous economic development investments were focused on the larger towns at the expense of more rural areas and small villages. A few respondents also noted that there are a range of differences between the Scottish Borders on the one hand, and Dumfries and Galloway on the other. In particular, it was felt that the Scottish Borders has received greater investment in the last few years, particularly through the development of the Borders Railway. As such, the South-West of Scotland was seen as the neglected region in the South of Scotland. It was suggested that regional parity should be one of the guiding principles of the Agency.
- As we point out elsewhere, despite these perceptions of differences in patterns of investment, there were no significant differences identified in the focus of responses from both individual respondents and events in the Scottish Borders and Dumfries and Galloway – in other words, the assessment of issues and opportunities was similar across the area.

Chapter 5 Potential activities for the South of Scotland Enterprise Agency

The online consultation outlined a range of activities in relation to the Agency's overall aims to drive the economy forward, to sustain and grow communities, and to capitalise on people and resources. Respondents were then asked what they think currently works well in the South of Scotland. In addition, respondents were asked what they would add or take away from the potential activities in relation to each of the overarching aims. Respondents were also asked what they would prioritise as the key areas of activity of the Agency and what specific things the Agency could do to help the respondents, their business, their sector or community. In the last two questions, respondents generally reiterated the points they had made to their answers on the Agency's activities. As such, the answers to these questions were not coded separately.

This chapter outlines respondents' perception of what currently works well in the South of Scotland, and their suggestions for the Agency's activities in relation to the three overall aims of the Agency.

5.1 What currently works well in the South of Scotland

Many respondents, and 1 out of 26 consultation events, discussed areas which they both felt currently work well and do not work well in the South of Scotland. Respondents pointed out the following areas as currently working well in the South of Scotland:

- **Community sector:** Respondents pointed out that the South of Scotland currently has a vibrant community sector that provides important services and activities in local communities. The important role that volunteers play was also pointed out. It was felt that the community sector ensures that many of South of Scotland's residents are active and engaged.
- **Partnership working:** Respondents suggested that the level of partnership working – between different governmental agencies, local and national organisations, the NHS or educational institutions with local authorities, and between the private, public and third sector – currently works well in the South of Scotland. It was suggested that the small population of the South of Scotland allows for close and meaningful networks to be developed.
- **Support provided by different agencies:** Respondents also identified a range of support services that are currently offered by different agencies as examples of what currently works well in the South of Scotland. The organisations cited by respondents included, amongst others, Business Gateway, the two local authorities, Creative Scotland, Visit Scotland and Scottish Enterprise.

- **Local entrepreneurship:** Respondents also identified the current level of entrepreneurship in the South of Scotland as an example of what is currently working well.

In addition, respondents highlighted areas that they felt were not currently working well. In addition to the range of economic challenges already described (see Section 4.2), respondents highlighted cuts to local services and a lack of support for local businesses as areas that are currently not working well.

5.2 Activities related to the aim of driving forward the economy

A large majority of respondents, and 25 out of 26 consultation events, outlined areas where they felt the Agency could help to drive forward the economy in the South of Scotland. These included:

- **Attracting new sectors to the South of Scotland:** Retail, creative, scientific, data and technology, manufacturing and digital were identified as sectors which could be attracted to the South of Scotland.
- **Branding and marketing the South of Scotland:** Respondents described a need to raise the profile and develop a brand identity for the South of Scotland to attract tourists and encourage people to live in the area. This would involve identifying and promoting the region's unique selling points. It was felt that marketing activity was necessary to promote the area and attract investment.
- **Investment and infrastructure:** It was felt that the Agency would need to increase investment (directly and through encouraging inward investment) and improve infrastructure to drive forward the economy. This includes investment in areas such as housing, rail, technology, digital connectivity and public transport.
- **Tourism:** Respondents described a need to focus on developing tourism in the area, including encouraging visitors to stop and spend time in the South of Scotland rather than passing through it, and increasing the length of stays in the area.

In addition it was felt that the Agency should **support and work together with local businesses**. In particular:

- It was felt that local businesses should have a say and be involved in key decisions and that the Agency should ensure good channels of communication exist with these groups.
- Various types of business support should be offered by the Agency including the provision of advice, business spaces or co-working hubs, as well as grants or loans.
- Many respondents described a need to help small businesses to grow or at least be sustainable.

- Entrepreneurship and start-up initiatives should be supported in an innovative culture.
- Businesses should benefit from improved digital connectivity and be helped to embrace digital technologies and opportunities.

5.3 Activities related to the aim of growing and sustaining communities

A majority of respondents, and 15 out of 26 consultation events, discussed activities relating to growing and sustaining communities. Several activities were identified which could be undertaken by the Agency including:

- **Community capacity:** It was felt that the Agency should help communities to grow their capacity, play a greater role in their area's development and be self-sustaining in the long term.
- **Funding and support for community groups:** Local clubs and associations were identified as important to communities and it was felt that attention should be paid to how they can be made more resilient. Grassroots organisations should be funded over longer periods to avoid yearly uncertainty about their viability.
- **Investment in support services for communities:** Respondents suggested that youth, mental health and drug and alcohol support workers should be funded. In addition, disability, elderly and healthcare services should be supported to help sustain and grow communities.
- **Investment in town centres:** Town centres and local high streets were identified as requiring investment. Examples of possible investments included painting shop fronts, supporting local shops and post offices to stay open and developing alternative uses for vacant premises.
- **Involvement of communities:** It was considered important for communities to be engaged in the activities of the Agency and contribute on potential areas of investment. The Agency should have an open and flexible culture to encourage collaboration with communities. Both the general population and those with specific expertise should be involved in Agency decision-making. It was felt that community councils could be used by the Agency to gain local feedback. The community ownership of assets should be encouraged.
- **Social enterprise:** Respondents felt that the Agency should support social enterprise in the South of Scotland. Social enterprises were identified as providing local economic, social and environmental benefits for communities.
- **Socio-cultural offer:** It was suggested that the Agency should support activities and events such as live music, health and fitness, theatre, film and arts. Cafes, social spaces and meeting venues could be supported to create a sense of community in local areas.

5.4 Activities related to the aim of capitalising on people and resources

A majority of respondents, and 21 out of 26 consultation events, discussed activities relating to the aim of capitalising on people and resources. The following areas of activity were identified:

- **Capitalising on older and local people:** Older and local people were recognised as having significant knowledge and experience which could be used to benefit South of Scotland communities. It was felt that older workers could be retrained to maximise economic opportunities in light of the demographic challenges faced by the South of Scotland.
- **Creating a value-added economy:** Respondents suggested that the Agency could help the South of Scotland to develop more value-added operations through the local processing and manufacturing of materials to create more end products.
- **Education and skills:** It was felt that the Agency should play a role in supporting opportunities for individuals to train or upskill to enhance their employability. Respondents suggested that local schools and colleges should provide vocational training to meet local skills gaps. The Agency could encourage local businesses to upskill their staff. The Agency could work with higher education institutions to increase local skills and retain residents.
- **Networking:** Respondents felt that the Agency should provide opportunities for networking so that businesses can share their experiences and knowledge. The Agency should promote sector or cluster building to encourage collaboration and dialogue.
- **Providing opportunities for young people:** A focus should be placed on ensuring there are training and employment opportunities for young people in the South of Scotland (this is discussed in more detail in Chapter 8).
- **Research and innovation:** Respondents felt that the Agency should help to foster innovation in the South of Scotland. In addition, spending on research and development should be encouraged to facilitate the creation of new products and services.
- **Valuation and protection of assets:** It was suggested that the Agency should play a role in the identification, valuation and protection of local assets. A few respondents regarded the creation of national parks as a step which would promote tourism and give local people a sense of pride and ownership for the area.

5.5 Other potential activities of the Agency

Respondents identified several other activities which could be pursued by the Agency. These included:

- **Advocacy for South of Scotland at a national level:** The Agency should be a voice for the South of Scotland at a Scottish and UK Government level. It was expressed that the Agency should play a role in negotiating grant provision for the region on a national level.
- **Drawing on best practice for enterprise agencies and rural development:** Respondents described a need to learn from success stories and best practice elsewhere, particularly in rural areas. For example, it was felt that the South of Scotland could learn from Highlands and Islands Enterprise and other international models.
- **Strategy development:** Respondents identified a range of types of strategy which should be developed by the Agency, for example for tourism, skills planning, digital economy, local and renewable energy, inward investment, transport and housing. It was felt that the Agency should develop a long-term vision for the region such as over a 20-year period.

Chapter 6 Effective boundaries

The online consultation described a consensus that the new organisation should operate in the local authority areas of the Scottish Borders and Dumfries and Galloway due to similarities between these areas. It was explained that the Agency would need to establish relationships outside its boundaries and respondents were asked to consider what the Agency could do to work most effectively with other regional or national agencies.

This chapter outlines respondents' views on the types of cooperation which were seen as necessary for the successful operation of the Agency.

6.1 Cooperation with other agencies and institutions

Many respondents, and 21 out of 26 consultation events, discussed the need for the Agency to work with other agencies and institutions. Respondents expressed a view that the Agency could learn and work with a range of agencies and institutions including:

- **Highlands and Islands Enterprise (HIE):** It was felt that the Agency should learn from HIE in areas such as engaging with communities, community ownership, connecting culture and economy, supporting key sectors and new businesses, and encouraging economic development in a rural setting.
- **Scottish Enterprise:** Respondents felt that the work of the Agency should not duplicate that of Scottish Enterprise and that there should be clarity about the organisations' respective roles.
- **Educational institutions:** The Agency should help educational institutions improve provision in the region. Educational institutions should assist in providing education and training which prepares students for their careers.
- **VisitScotland:** It was felt that the Agency could work with VisitScotland to promote and engage in marketing for the South of Scotland, both within Scotland and abroad, to increase tourism.

6.2 Cooperation with Scottish local authorities

Some respondents referenced the need for the Agency to cooperate with local authorities, particularly Dumfries and Galloway Council and the Scottish Borders Council. However, respondents also suggested a need for the Agency to work with neighbouring local authorities. It was felt that some of the issues and challenges faced by Dumfries and Galloway and the Scottish Borders were similar to those in other adjacent rural areas and so cross-border initiatives would be beneficial. Working with other local authorities was seen to be useful in the development of strategies for infrastructure improvements across a wider geographical area.

6.3 Relationship with other countries of the UK

It was recognised that Agency projects were likely to cross national borders and that therefore the development of relationships with partners outside Scotland was necessary. Respondents felt that there was potential for the South of Scotland to benefit from English tourism and business opportunities. Respondents also suggested that the South of Scotland's links with Northern Ireland should be further strengthened. In addition, it was felt that the Agency's links with the wider Borderlands Initiative would be important and that there should be clarity around respective roles.

6.4 Scottish Government

Respondents felt that the Agency should advocate for the South of Scotland in Scottish Government decision-making, for example around transport infrastructure. Effective cooperation with Scottish Government was seen to be necessary to assist in the effective implementation of policy in the region.

6.5 International trade

The importance of creating trade links was emphasised and it was felt that the Agency should promote Scotland internationally and help to develop export strategies for local businesses.

6.6 Concerns over duplication

Respondents recognised the existence of related initiatives and agencies such as Scottish Enterprise, local authorities, the Borderlands Initiative and Business Gateway and felt it was important that the Agency did not duplicate their activities. Effective cooperation, integration and the sharing of knowledge and experience was seen as a way of minimising the risk of duplication.

6.7 Linking to existing strategies and policies

It was emphasised that the Agency's activities should link in with relevant existing strategies. Amongst others, the following strategies were cited:

- The UK Government's Industrial Strategy
- UN's Sustainable Development Goals
- Edinburgh and South East Scotland City Region Deal
- Scottish Government's Climate Change Plan, Energy Strategy and Energy Efficient Route Map
- Local Health and Energy Efficiency Strategy
- Food Tourism Strategy for Scotland
- Local Housing Strategy and Strategic Housing Investment Plans
- Land Use Strategy

Chapter 7 Location and Board of the Agency

The online consultation detailed the importance of the Agency being accessible to businesses and communities across the South of Scotland and asked respondents to reflect on how the Agency could ensure that its services were accessible. The following examples were provided:

- The Agency could have minimal physical presence with its services delivered digitally across the area.
- There could be a single central headquarters from which all services could be provided.
- The Agency could take the form of a hub and spoke model – with its larger headquarters complemented by smaller offices in locations across the area.
- Locations could depend on the activities being provided.
- The Agency could be entirely co-located with other public-sector organisations.

In addition, the consultation asked respondents to reflect on what sort of people they felt should be on the Board of the Agency and describe the types of skills and expertise that they should have.

This chapter outlines respondents' views on where the Agency should be located to be accessible to businesses and communities. It then explores views around the types of people that were identified as being suited to a role on the Board of the Agency.

7.1 The location of the Agency

A large majority of respondents and most of the events reflected on the location of the Agency, including the criteria which should be used to decide on its location and preferences around how it could be located to ensure its accessibility.

7.1.1 Criteria

Respondents felt that the following criteria were important in deciding the location of the agency:

- **Accessibility:** Respondents described potential difficulties in having to travel across the South of Scotland to access the Agency. It was felt that offices should be spread across the region and located in areas which have available parking and are easily accessible by public transport. In addition, accessibility could be delivered through online resources and effective telephone and email communication.
- **Areas of need and potential impact:** The Agency should be based in areas with high social and economic need or where it is anticipated the Agency would have the greatest impact on communities and businesses.

- **Digital delivery:** The digital delivery of services was seen as desirable to help communication with the Agency considering the size of the covered geographical area. Digital delivery would include a user-friendly website, the use of social media and video calling (Skype and FaceTime). However, it was felt that issues with internet connectivity in some areas should be taken into account when planning for the digital delivery of services.
- **Face to face delivery:** Respondents discussed the desirability of being able to arrange face-to-face meetings with Agency staff. This was seen to be needed alongside the digital delivery of services. It was felt that face-to-face contact would help to build relationships and help Agency staff to understand local businesses and communities. Respondents suggested that Agency staff should be willing and able to visit local businesses and communities through outreach activities.

In addition, it was felt that communities should be consulted and the Agency's location should be cost-effective.

7.1.2 Place

Respondents considered a variety of ways in which the Agency could be located including:

- **Being co-located with other public-sector organisations:** Respondents felt that the Agency being co-located with other public-sector organisations could have the benefits of being cost-effective as well as improving networking and collaboration. However, co-location was questioned by those who felt it to be important for the Agency to be seen as independent and representative of new ways of thinking.
- **A hub and spoke model:** It was felt that this model would improve access to the Agency across the region and increase its visibility, including in rural areas. Offices could provide services which are specific to the local area to build on its strengths and tackle challenges.
- **A single central headquarters or two major hubs:** Respondents felt that if the Agency has a single central headquarters it could compromise its inclusiveness and responsiveness to local needs. It was felt that a hub would be needed in both the Scottish Borders and Dumfries and Galloway to increase accessibility.
- **Minimal physical presence with its services delivered digitally:** The Agency having minimal physical presence was seen to require less resources and represent the embracing of technology. In addition, it was felt that digital delivery would ensure access to the Agency across a large geographical area. However, it was noted that digital connectivity is poor in many parts of the South of Scotland and so digital delivery could exclude some businesses and communities.

- **The location would depend on the activities being provided:** It was felt that the location of the Agency could depend on the types of activities that it was undertaking.
- **Potential locations:** Respondents provided several specific locations which they felt would be appropriate for an office – the suggested locations included: Dumfries, Galashiels, Gretna, Hawick, Langholm, Lockerbie, Melrose, Moffat, Peebles and Selkirk. In addition, it was felt that the Agency should be located in town centres to increase its visibility and allow for access by public transport.

7.2 Board of the Agency

A large majority of respondents, and 9 out of 26 consultation events, discussed the Board of the Agency including who should be on the Board and what types of skills would be desirable in Board members.

7.2.1 Diverse or representative make-up of the Board

Respondents felt that the Board should be made up of a diverse group of individuals including:

- Representatives from the third sector and social enterprise
- Members of various ages
- People with disabilities
- Individuals from a range of professional backgrounds and sectors
- Unemployed people
- Representatives from educational institutions
- Those who are local and live in different parts the region

A few respondents emphasised that there should be a gender balance on the Board with an adequate representation of women in senior posts.

7.2.2 Local representatives

It was felt that local people should be members of the Board of the Agency. This could include local business people, those who are passionate about their local area, community leaders, those who understand local challenges, trade union representatives and local educators.

However, it was also felt that the Agency could benefit from having Board members from outwith the area to encourage transparency, partnership working and learning about best practice from other areas.

7.2.3 Private sector

Board members from the private sector were seen to be beneficial for the Agency. Specifically:

- Those who have experience running and growing successful businesses
- Small business owners or representatives
- Those with rural business experience
- Representatives from a variety of key sectors

In addition to private sector members, it was felt that Board membership should include people from the third sector and the public sector.

7.2.4 Young people

Respondents felt that young people should be represented on the Board to provide them with a voice in decision-making, with young people informing how the Agency creates opportunities for this group. Young people should be involved in a way that is meaningful rather than tokenistic. The inclusion of young people was seen to be important in addressing the challenge of retaining and attracting young people to the region.

7.2.5 Skills people want to see in members of the Board

A range of knowledge, experience and skills were seen to be desirable among Board members including:

- Communication and listening skills
- Being approachable
- Strategic thinking
- Energy, passion and motivation to make a difference
- Local knowledge
- Experience in social enterprise development
- Innovative thinking
- Experience in setting up and growing businesses
- Environmental expertise
- Creativity
- Leadership skills

Chapter 8 Young people

The online consultation explained that young people are less likely to stay in or move to the South of Scotland than they are in other parts of the country. A large majority of respondents, and 21 out of 26 consultation events, discussed issues relating to retaining and attracting young people to the South of Scotland.

Respondents described the importance of keeping young people in the area and encouraging graduates to move back to the South of Scotland. Increasing the availability of various types of opportunities for young people was described as a way to retain young people and increase the appeal of the region. In addition, it was felt that the region should be promoted as an attractive place to live, learn and work for young people.

This chapter outlines views on what the Agency could do to meet the interests of children and young people.

8.1 Education and training

Respondents felt that the provision of local education and training opportunities was important for retaining and attracting young people to the region. Specifically:

- Universities and colleges should offer courses that young people are interested in studying.
- Access to Higher Education should be improved through courses being offered locally or digitally.
- Educational provision should be linked to the needs of employers. It was suggested that the regional skills gaps should be identified and Further and Higher Education institutions should be helped to provide courses which address these gaps.
- Young people should have the opportunity to develop digital and IT skills.
- Courses should provide young people with the skills to work in tourism and the creative industries.
- Local companies should be encouraged to recruit apprentices to support young people into sustainable skilled work.

8.2 Employability and job opportunities

The availability of job opportunities and the provision of support for young people to enter meaningful work were seen to be important in retaining and attracting people to the South of Scotland. Specifically:

- Young people should benefit from improved career guidance and be informed about local opportunities.
- Entrepreneurship and enterprise skills should be encouraged amongst young people.
- School-leavers should be prepared for the world of work, and the Agency's activities should link into the Developing the Young Workforce programme.
- The Agency should encourage businesses to operate in the area to increase the availability of job opportunities for young people.
- There should be a focus on ensuring fair work and pay for young people in employment.
- The Agency should support the development of industries which young people want to work in such as gaming, the cycling or outdoor activity sector and creative industries.

8.3 Transport

Problems with current transport arrangements were highlighted and several suggested improvements were identified by respondents. For example:

- Lack of suitable transport was seen as a barrier to young people gaining work experience.
- Travel should be more affordable for young people. Travel should be either subsidised or free for those aged up to 21 or 26 years old.
- Public transport should be better timed to suit young people. For example, services should run in the evenings and weekends, and be linked to college start times.
- It was felt to be very challenging for young people to live in the region and commute for university or college studies due to limited transport links. Young people should be helped to commute daily to study in cities.
- Rail, buses and roads were identified as needing improvement.
- Effective transport systems were seen to be important for the social lives of young people, allowing them to be better connected to their peer groups.

8.4 Social and cultural life

Improving the region's offer in terms of its social and cultural activities was discussed in relation to retaining and attracting young people. This included areas such as cinema, theatre, music, retail, sports and night life. It was expressed that youth clubs and activities should receive funding and that the region's countryside should be promoted, for example, mountain biking and adventure sports.

8.5 Housing

Respondents felt that the availability of affordable and suitable housing for young people should be improved. Young people should have an opportunity to buy rather than rent property. It was suggested that housing could be provided through private development, housing associations, small housing trusts or co-housing initiatives.

8.6 Internet and connectivity

Improvements to digital connectivity through high speed broadband were seen to be important for both business health and retaining young people in the area. Lack of mobile connectivity was seen as a factor which was contributing to young people leaving the South of Scotland. It was felt that good digital services would increase the attractiveness of living in the South of Scotland for young people due to this group's extensive use of online technology.

8.7 Support for families

There should be a focus on making the South of Scotland an attractive place to raise a family. Support for young families could include affordable and high quality nurseries, education, housing and playgrounds. In addition, it was suggested that childcare options such as childminding should be funded or supported.

8.8 Engaging with young people

Overall, the importance of the Agency engaging directly and indirectly with young people was emphasised. It was felt that youth perspectives should feature in plans for developing the Agency and that they should be involved in decision-making. Specifically:

- The Agency should not make assumptions and should ask young people directly about their views and reasons for leaving the area by going into schools, local youth groups or conducting a survey.
- Social media was identified as a possible mechanism for engaging with young people.
- Young people should be encouraged to develop ideas for projects that they want to see implemented.
- The Agency should be inclusive and incorporate the views of unemployed and LGBT young people.
- The Agency could interact with youth workers who understand the needs of young people and can be a voice for them.

Chapter 9 Other issues

There were a range of other issues that were raised during the consultation that do not relate to the specific areas addressed in prior chapters. These 'other issues' are outlined in this chapter.

9.1 Equalities

The online consultation asked respondents to discuss ways in which the Agency could deliver opportunity and growth in the South of Scotland through:

- Promoting equality for people who share one or more protected characteristics as defined by the Equality Act 2010.
- Combating discrimination.
- Fostering good relations between people who share a protected characteristic and those who do not.

Respondents offered the following suggestions about how the Agency could promote equality, combat discrimination and foster good relations:

- The Agency should be fully inclusive and incorporate the views of those from all backgrounds and experiences regardless of their race, religion, disability, age or employment status.
- The Agency should be fully accessible. This would include providing parking and disabled parking and being considerate of the fact that some may not be able to drive, sit or stand for long periods. Venues, materials and facilities used by the Agency should be accessible and plain language should be used.
- Support for those with Additional Support Needs (ASN) should be funded.
- The Agency should represent different groups, for example through having a diverse board with members who share a protected characteristic.
- A specific Agency staff role could exist to focus on the area of equalities.
- Equal opportunities and anti-discriminatory policies and practices should be embedded in the work of the Agency.
- The Agency's Board, CEO and staff should receive equalities training to ensure it is at the forefront of their work. In addition, businesses could be offered training in this area.
- Businesses could be monitored to ensure they are promoting equality and combating discrimination.
- The Agency should work with existing local organisations that work in equalities, for example charities with expertise in the area.

9.2 Cooperation with stakeholders and partner agencies to ensure inclusive growth enables positive social and environmental outcomes

The online consultation stated the importance of the Agency working effectively with a wide range of key stakeholders and partner agencies to ensure that inclusive growth also enables positive social and environmental outcomes. Respondents were asked to provide comments on how this should work in practice. It was felt that the Agency should:

- Build a network of stakeholders and consult them when decision-making. Stakeholders should be provided with opportunities to comment on Agency activity.
- Engage with grassroots organisations, communities and residents.
- Organise annual gatherings which bring together stakeholders to focus on inclusive growth for the region.
- Adopt a joined-up approach which facilitates the linking of different agencies and partners.
- Develop a stakeholder strategy including mapping relevant stakeholders.
- Support organisations and enterprises which are working towards achieving positive social and environmental outcomes.
- Establish working groups on key themes to facilitate stakeholder input on the policy and direction of the Agency.
- Involve environmental agencies and the third sector to identify and achieve positive environmental and social outcomes.

9.3 Structure and decision-making of the Agency

Respondents provided comments on how the Agency should be structured and make decisions. Specifically:

- It was felt that decision-making should be made at the most local level possible and the Agency should have a flat organisational structure.
- The Agency should be independent from local and national government and operate as an arm's length body.
- The Agency should be able to make swift decisions with appropriate delegation.
- The Agency should be transparent, and it should be held to account for its decision-making. In addition, it should be able to hold beneficiaries of grants or loans to account.
- The Agency should take risks, be ambitious and try new approaches.

9.4 Other powers of the Agency

9.4.1 Compulsory purchase orders

A few respondents reflected on potential benefits of the Agency having compulsory purchase powers to bring into use properties that are not currently being used or standing empty. It was suggested that the use of these properties could be offered to new businesses for low rent.

9.4.2 Planning

A few respondents suggested that the Agency should have a role in speeding up decision-making processes in terms of planning and building regulations approval. This could include the fast-tracking of major projects.

9.5 Data collection and measuring performance

Respondents felt that the effectiveness and performance of the Agency should be measured against defined criteria and that there should be clear evaluation mechanisms in place. Emphasis should be placed on considering how success should be measured, particularly in areas which are harder to quantify such as social impact. To assist in determining the impact of the Agency it was felt that baseline data should be gathered on the present situation in the South of Scotland against which progress could be measured.

Socio-economic and environmental data should be collected by the Agency so it can understand and respond to the needs of the region. The Agency should endeavour to make decisions based on relevant evidence. In addition, it was noted that alternatives to economic growth should be used to measure success, for example social and environmental outcomes, community resilience and sustainability.

9.6 Questions around the set-up of the Agency

9.6.1 The South of Scotland as defined by the Agency

A few respondents questioned the geographical boundaries of the “South of Scotland” as defined by the Agency. On one hand, they suggested that other similar rural communities – amongst others, South Ayrshire, East Ayrshire and South Lanarkshire - could be included within the scope of the Agency. It was felt that these areas face similar problems to Dumfries and Galloway and the Scottish Borders and could therefore also benefit from the Agency’s activities and its focus on combining inclusive growth, community and skills development. On the other hand, they felt that the current areas of Dumfries and Galloway and the Scottish Borders were too big and that there would be problems in joining up the two distinct areas. The analysis of the consultation responses and the engagement events, however, has shown that similar issues were identified as important by respondents across the two areas.

9.6.2 South of Scotland Economic Partnership resources

Twelve out of the 26 consultation events raised questions about the £10m in Scottish Government resources to support the work of the South of Scotland Economic Partnership in the financial year 2018/2019. Respondents wondered specifically how the resources will be distributed, the process for bidding and funding, and whether resources have already been allocated.

Appendix 1: Methodology

This Appendix outlines the methodology in terms of the coding, analysis and reporting process.

The submissions to the online consultation were downloaded from Citizen Space in Microsoft Excel format. A total of 272 responses were submitted through Citizen Space. Rocket Science checked whether any of the responses were duplicates (i.e. largely identical), and in total four responses were identified as duplicates. Two of these were submitted by individuals from the same IP-address and were largely identical to a third response also from the same IP-address, meaning that only one of these three responses was kept for analysis and the other two were not considered in the analysis. There were two organisational responses which were submitted twice and so only one of the two was considered in the analysis. Hence, there was a total of 268 responses considered in the analysis of the online consultation.

Rocket Science was sent the 26 event notes which were written by the Southern Uplands Partnership. Considering that during the engagement events participants were divided into smaller groups, not every discussion point may be covered by the event notes. As such, when the analysis refers to the number of events during which a certain point was raised, it indicates the minimum number as there may have been other events during which a point was discussed but not recorded in the event notes.

The 26 event notes and the 268 responses to the online consultation were uploaded onto NVivo. NVivo is a qualitative analysis software that allows the coding of responses into themes and sub-themes. After reviewing an initial sample of 23 consultation responses and 17 event notes, a coding framework – a structure of themes and sub-themes to which the responses can be coded – was developed. The remaining responses to the online consultation and the remaining event notes were coded with this framework. However, throughout the coding process the coding framework was further developed and refined, creating more precise themes and sub-themes for the analysis and reporting stage.

The online consultation's Respondent Information Form (RIF) asked respondents whether they are responding as an individual and organisation. In order to enable a more detailed analysis, the organisational respondents were then further categorised into one of the following categories:

- Business
- Local business organisation
- Community organisation
- National organisation
- Local authorities, including party-bound groups and particular services linked to the councils

- Other organisation responses (i.e. those that did not fit any of the other four categories)

The online consultation asked 20 open-ended questions, asking respondents about their ambitions for the South of Scotland, their view of the strengths and weaknesses of the South of Scotland, their views on the different activities of the Agency, where it should be located and who should be on its Board, which other powers the agency should have, and questions about equality and diversity in the South of Scotland. For a full list of the questions please refer to Appendix 2.

Respondents often raised similar points in their answers to different questions, so the coding and analysis process did not strictly follow the structure as set out by the questions of the consultation. Instead, the responses to different questions were coded to the themes that were established in the coding framework. As such, the analysis builds on the answers of the online consultation but is not structured nor constrained by them.

When analysis includes how often a certain point was raised across all respondents or by a particular respondent type, the following terms will be used to give account of the proportion of respondents have raised a certain point:

- “Few” means between 5% and 9%
- “Some” means between 10% and 19%
- “Many” means between 20% and 49%
- “Most” or “majority” means between 50% and 74%
- “Large majority” means between 75% to 89%
- “Consensus” means 90% or more.

Appendix 2: List of questions

The following were the questions asked during the online consultation:

1. Do you agree with our ambition outlined above?
2. What would you like to see for the South of Scotland?
3. What are your ambitions for the future economic success of the South of Scotland?
4. What are the strengths you would like to see the Agency build on?
5. What are the economic challenges you would like to see the Agency address?
6. What currently works well in the South of Scotland
7. What would you add or take away from the potential activities that the Agency could carry out across the three areas:
 - a) Drive forward the economy
 - b) Sustain communities
 - c) Capitalise on people and resources
8. What would you prioritise as the key areas of activity for the Agency?
9. What specific things could the Agency do to help you, your business, your sector or your community?
10. What could the Agency do outwith its boundaries working with other local authorities or with agencies like Highlands and Islands Enterprise to support specific projects which benefit the South of Scotland and with national agencies?
11. Which option, either from the list above or your own suggestion, do you think offers the best way to ensure the Agency is accessible to all?
12. Which criteria should be used in reaching a decision about the location of the Agency?
13. If you were to use the services of this Agency, what factors are important to you in terms of reaching it? (This might relate to the location itself, to transportation links, or to proximity to other services, or digital delivery, for example.)

14. What sort of people should be on the Board of the Agency and what sorts of skills and expertise should they have?
15. We know that young people are less likely to stay in or move to the South of Scotland than they are other parts of the country. Do you have any comments on things the Agency could do to meet the interests of children and young people?
16. In delivering opportunity and growth in the South of Scotland, how can the Agency:
 - promote equality for people who share one or more protected characteristic as defined by the Equality Act 2010
 - combat discrimination
 - foster good relations between people who share a protected characteristic and those who do not?
17. Do you have any other comments on how the Agency might address specific needs?
18. We want to make sure that the Agency works effectively with a wide range of key stakeholders/partner agencies to ensure that inclusive growth also enables positive social and environmental outcomes. Do you have any comments on how this should work in practice?
19. Do you have any other thoughts on powers that the Agency will need?
20. Is there anything else you wish to say about the operation of the Agency?

Appendix 3: List of organisations that responded

This Appendix lists all the organisations that responded to the consultation and that agreed that their response could be published with their name.

Businesses

Brand Satellite
Charlotte Developments Ltd
Dean R. Woodhouse Photography
Galloway Cycling Holidays
Jas.P.Wilson
Muirhall Energy
People and Land Ltd
Process Plant and Machinery Ltd

Community organisations

Aardvark Aalternative Aaddictions
Berwickshire association for voluntary services CVS, TSI Partner
Biggar and District Civic Society
Creetown Initiative and Barholm Enterprise
Dalbeattie Community Initiative
DG Outdoor Access Trust
DG Unlimited
Dumfries and Galloway Small Communities Housing Trust
Ettrick and Yarrow Community Development Company
Galloway and Southern Ayrshire Biosphere
Isle of Whithorn Community Council
Live Borders
Live Borders
Moniaive Festival Village, Glencairn Community Council, Moniaive Gala Committee
Newcastleton & District Community Trust
Newcastleton community council
Solway Firth Partnership

The Southern Uplands Partnership
The Stove Network
Tweedsmuir Community Company
VisitMoffat

Local authority

Dumfries and Galloway Council
Scottish Borders Council
SNP group on Scottish Borders Council

Local business organisations

Dumfries and Galloway's Creative Industries Working Group
Scottish Borders Tourism Partnership
Timber Transport Forum
Visit South West Scotland

National organisations

Community Energy Scotland
Community Land Scotland
Co-operatives UK
COSLA
Creative Scotland
Cultural Enterprise Office
Development Trusts Association Scotland
Federation of Small Businesses Scotland
Paths for All
Royal Society for the Protection of Birds
Royal Society of Edinburgh
Scotland's Regeneration Forum
Scotland's Rural College (SRUC)
Scottish Care
Scottish Council for Development and Industry
Scottish Enterprise

Scottish Funding Council
Scottish Land and Estates
Scottish Natural Heritage
Scottish property federation
Scottish Trades Union Congress
Skills Development Scotland
Sniffer
The Open University in Scotland
United Kingdom Forest Products Association
Zero Waste Scotland

Other organisational responses

Buccleuch Property
Changeworks
Eildon Group
South of Scotland Alliance
Waverley Housing



Scottish Government
Riaghaltas na h-Alba
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RESPONSE TO HISTORIC ENVIRONMENT SCOTLAND'S DRAFT CORPORATE PLAN CONSULTATION

Report by Executive Director
EXECUTIVE COMMITTEE

6 NOVEMBER 2018

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this Report is to agree a formal Scottish Borders Council response to Historic Environment Scotland's (HES) Draft Corporate Plan, published on 31 August 2018.
- 1.2 The Consultation proposes a new Corporate Plan for HES, to run from 2019-2022. The Council has a significant role in preserving the historic environment in the Scottish Borders and promoting economic prosperity. HES proposes five outcomes, in relation to the social, environmental, economic, cultural, and organisation facets of its work. The Consultation is appended to this report as **Appendix A**.
- 1.3 A Scottish Borders Council response has been prepared and is appended to this Report as **Appendix B**.

2 STATUS OF REPORT

The Consultation ended on 2 November 2018. Through agreement with HES, a copy of the draft response attached as Appendix A was lodged with the understanding that a finalised version would be submitted, subject to Member consideration, on or immediately after the Executive Committee meeting on 6 November 2018.

3 RECOMMENDATIONS

- 3.1 I recommend that the Executive Committee:**
 - a) approves the draft Consultation Response appended to this Report as Appendix B.**

4 SUBJECT MATTER

- 4.1 Historic Environment Scotland (HES) is a charity and public body that is charged with protecting Scotland's historic environment. As part of this work, HES looks after 300 sites of natural importance, and is the largest operator of paid visitor attractions in Scotland. Additionally, HES works in other areas such as research, in addressing the impact of climate change on the historic environment, managing designations and consents, providing funding to local communities to repair and revitalise their historic environment, and finally providing advice and guidance.
- 4.2 The Draft Corporate plan sets out HES' vision for the Historic Environment, which is:- *"The historic environment is cherished, understood, shared and enjoyed with pride, by everyone"*.
- 4.3 Additionally, HES notes five outcomes which it is looking to achieve through its new Corporate Plan, these are:
- The historic environment makes a real difference to more people's lives (SOCIAL)
 - The historic environment is looked after, protected and managed for generations to come (ENVIRONMENTAL)
 - The historic environment makes a broader contribution to the economy of Scotland and its people (ECONOMIC)
 - The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (CULTURAL)
 - The historic environment is cared for and championed by a high-performing organisation (ORGANISATIONAL)
- 4.4 The consultation has sought views on the vision and the five outcomes. Additionally further comments are sought on HES performance and equalities aspects of the document.
- 4.5 The Council's draft response considered a number of key points.
- That greater consideration needs to be given by HES to the vital role that Local Authorities play in protecting and preserving the historic environment.
 - More detail is required on how HES will engage with local actors (including communities) to deliver on key outcomes.
 - The need to take a broader perspective on the potential of local assets and the potential for partnership working.
 - That the Scottish Borders has significant untapped potential in its historically significant assets which can be further utilised to promote the Borders economically, particularly in light of the forthcoming South of Scotland Enterprise Agency.
 - The need to recognise the link between the historic environment and the natural environment.
 - That Regional or Sub-Regional Action Plans, which articulate the delivery of the new Corporate Plan in different areas, would be welcomed.

- 4.6 With the Consultation scheduled to end on 2 November 2018, and the Executive Committee meeting not due to take place until 6 November 2018, an extension of the deadline for the consultation has been agreed with HES. Pursuant to that agreement a draft response identical to that attached as Appendix B was lodged on the Consultation website on 2 November 2018, subject to Council approval.

5 IMPLICATIONS

5.1 Financial

There are no direct financial implications as a result of this consultation.

5.2 Risk and Mitigations

The risks associated with this Report relate to the decisions Historic Environment Scotland takes following conclusion of the present consultation exercise. By submitting a response, which considers and responds to the potential implications of Consultation proposals for Councils generally, and Scottish Borders Council specifically, the Council is taking action to mitigate those risks.

5.3 Equalities

No equality impact assessment (EIA) has been undertaken in this case on the basis that the Report relates to proposals from Historic Environment Scotland, not the Council.

5.4 Acting Sustainably

No direct economic, social or environmental effects directly flow from this report, but should proposals contained within the Consultation be enacted by Historic Environment Scotland, they would be expected to have a potential economic, social or environmental impact.

5.5 Carbon Management

There is no direct carbon management impact as a result of this report. It is not clear what, if any, impacts on carbon management the proposals within the Consultation would have should they be enacted.

5.6 Rural Proofing

The Council's Consultation Response actively seeks to promote greater utilisation of the historic assets of our rural areas. Doing so would help to strengthen the sustainability of our rural areas.

5.7 Changes to Scheme of Administration or Scheme of Delegation

This Report has no implications for the Scheme of Administration nor the Scheme of Delegation.

6 CONSULTATION

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

Approved by

Rob Dickson
Executive Director

Signature

Author(s)

Name	Designation and Contact Number
Michael Cook	Corporate Policy Advisor

Background Papers:

Previous Minute Reference: N/A

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Michael Cook can also give information on other language translations as well as providing additional copies. Contact us at: Michael Cook, Michael.Cook@scotborders.gov.uk, Tel: 01835 825590



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Draft Corporate Plan

2019 onwards

Foreword to consultation draft

2015 marked a new beginning for Scotland's historic environment. HES was set up as a new non-departmental public body and we were tasked by Scottish Ministers to lead the delivery of *Our Place in Time* – Scotland's first ever strategy for the historic environment.

In our first Corporate Plan, which covered the period 2016-2019, we made a commitment to delivering real public benefits in new and different ways, and we can reflect on the changes and the progress that we have made in that time. We have developed and published innovative plans for conservation and investment in the historic properties in our care over the next decade. We have developed cutting-edge research and technology and made this available for wider use. With substantial increases in visitor numbers too we have offered people of all ages more opportunities to engage with, access and learn from our heritage. HES has established itself as a committed and passionate organisation with exceptional staff and has worked hard to really explore and understand what it means to be the lead body for Scotland's historic environment.

Our second Corporate Plan, which will cover the period 2019-2022, aims to build on that powerful platform. With a degree of confidence in what we have achieved so far, we have taken a very different approach in this new Plan. By clearly focusing not so much on the detail of activity, but on the real outcomes we want to achieve over the next 3 years and beyond. We have some longer term plans, such as our Asset Management Plan, and, for more detail of what we will do each year, we have an Annual Operating Plan, but the new Corporate Plan provides an overview and is very much focused on results and the positive impact we want to make.

We have also taken a different approach in developing this draft for consultation. Rather than leave consultation until we publish a formal draft, we have already been actively asking people, groups, communities, businesses, organisations – and our own staff – all across the country what they think about the historic environment, what it means to them, and how it touches their lives. We've listened to the different voices – and especially tried to reach some of those voices that aren't often heard in conversations about history and heritage. And we have taken all of this into account in drafting this Plan for formal consultation.

We believe passionately that the historic environment is, and continues to be, as the title of our first Corporate Plan recognised, "For all our Futures". The intention is that this new,

streamlined Corporate Plan reflects not just HES as a maturing organisation, but a maturing vision for the whole historic environment, and one in which we hope everyone can share. We very much look forward to exploring and developing these ideas over the next few weeks of the consultation and in the years ahead.

Jane Ryder OBE

Chair, Historic Environment Scotland

The Historic Environment *is* Scotland's Story

The historic environment belongs to all of us. It's part of our everyday lives. It shapes our identity. It tells us about the past, the present – and even points the way to the future.

But what is the historic environment? Put very simply, it's everything that has been made or created over time. It can be a castle, a ruined abbey or a stone circle, an ordinary building or a lighthouse, a garden, an object, a book – even a song or a piece of music. It's all those tangible and intangible things that people have created over time *all the way up to today*. The historic environment *is* Scotland's story.

In all our conversation and discussions across the country, what is clear is that so many people care very deeply about the historic environment. From grandparents to grandchildren, community groups to local businesses, dog walkers to bus drivers, we have encountered hundreds of stories about how Scotland's history has touched or inspired people. More than anything else, we've heard about the importance of looking after our past while at the same time how much this contributes to present and to future health, prosperity and wellbeing.

At HES we want to use the past to make a better future. We want the historic environment to make a real difference to people's lives: to our health, to our economy, to our culture, to our environment. We want heritage to break down barriers, to involve everyone and to bring them together, so that we all benefit. This Corporate plan sets out how we aim to do this.

Who we are

We are a charity and public body leading the way in protecting, understanding and sharing Scotland's historic environment, now and in the future.

What we do

We care for more than 300 sites of national importance all across the country and are the largest operator of paid visitor attractions in Scotland

We look after internationally significant archives and artefacts

We are at the forefront of investigating and researching the historic environment and addressing the impacts of climate change on its future

We protect our historic places through designations and consents, promote their sustainable development, and provide millions of pounds each year to local communities to repair and revitalise their historic environment

We provide advice and guidance about the historic environment, and offer a wide range of training and learning opportunities

Our vision

The historic environment is cherished, understood, shared and enjoyed with pride, by everyone

Our Priorities

These are the five outcomes that we want to achieve and that will help us realise our vision:

- 1. The historic environment makes a real difference to more people's lives**
(SOCIAL)
- 2. The historic environment is looked after, protected and managed for the generations to come** (ENVIRONMENTAL)
- 3. The historic environment makes a broader contribution to the economy of Scotland and its people** (ECONOMIC)
- 4. The historic environment encourages approaches that are more inclusive and diverse and inspire creativity** (CULTURAL)
- 5. The historic environment is cared for and championed by a high-performing organisation** (ORGANISATIONAL)

1. The historic environment makes a real difference to more people's lives (SOCIAL)

The historic environment means a great deal to people of all different ages and backgrounds.

We need to make sure that it always stays relevant to the Scotland of today and to the Scotland of tomorrow. We have to keep widening opportunities for people to see it, connect with it, create it, understand it and explore it in everyday life – whether reaching out to touch an ancient stone circle, exploring a digital castle in a virtual reality headset, or simply walking a dog along a canal towpath.

We also know that the historic environment matters in different ways to different people. We will keep talking about what it is and what it can be – so that everyone can be involved directly in making decisions about the history and heritage of where they live.

The historic environment has the power to change more lives for the better – to make us feel happier, more informed and better connected, to encourage us to get outdoors and get active, to speak to the wide diversity of our nation.

We will show that history isn't just about the past. It is a vital part of all of our lives, right now.

What we will do

- **We will create heritage without boundaries** – widening opportunities for everyone to understand and connect with the historic environment, making it a part of our everyday lives
- **We will use the historic environment to build stronger and more sustainable communities** – demonstrating the crucial role of heritage in improving the quality of life in our places and our society

- **We will promote knowledge about the historic environment** – continually improving our collective understanding through research and investigation, and sharing it through interpretation, engagement and education
- **We will use our historic places to help us live healthier and more active lives** – promoting the social impact of the historic environment at all levels and harnessing its potential to offer spaces for living, recreation, reflection and entertainment

2. The historic environment is looked after, protected and managed for the generations to come (ENVIRONMENTAL)

As visitor numbers to Scotland keep growing and our climate keeps changing, caring for our heritage – *at the same time as sharing it with as many people as possible* – gets more and more difficult. From buildings and archive collections to traditions, stories and even ways of life, the historic environment is always under threat. It is impossible to protect or save everything. Things will be lost – through decay, erosion, fire, or, simply, just by slipping from memory.

To look after our heritage now and in the future, everyone will need to work together. We will need to find more ways to share all of our skills, research and information across the nation and across the world – on everything from climate change to global tourism. We will need to use new technologies to transform the very meaning of protecting, conserving, visiting and experiencing the historic environment – including how this impacts on the places, archives and artefacts in our care.

At the same time, we will need to promote the traditional crafts and materials that have served Scotland for thousands of years – those ways of making and building that first created the places we now treasure. Because how we care for the historic environment is itself a part of the historic environment.

In the years ahead we all must be involved in understanding and talking about what is most important in our heritage. It is only in this way that the historic environment will not just be preserved – but will be alive and thriving, for generations to come.

What we will do

- **We will look after the historic environment assets in our care** – ensuring the long term, sustainable future of the properties, sites, collections and archives that we look after on behalf of the people of Scotland
- **We will encourage everyone to work together and drive support and innovation in caring for our heritage** – promoting ‘collective stewardship’ to

develop and share the knowledge, resources, skills and expertise of all who work with or depend on the historic environment - putting into practice what we have learned and learning from others

- **We will tackle the consequences of climate change** – making it central to our policy and practice, and better understanding, managing and mitigating its impact
- **We will enable sustainable change in the historic environment** – working with people, communities, government and developers to ensure decision-making across all aspects of our heritage which is inclusive, informed, open and forward-thinking

3. The historic environment makes a broader contribution to the economy of Scotland and its people (ECONOMIC)

Every year, the historic environment brings in hundreds of millions of pounds to our economy. It supports significant numbers of jobs. It is one of the most important, valuable, long-lasting and sustainable things that Scotland has to offer – both to the people who live here every day and to the world.

Heritage is important to *every part of our country*. Local communities and local businesses are passionate about harnessing the histories of where they live. We need to make sure that every place in Scotland sees themselves as a special place with something to give – and provide them with the support and the tools to make this happen.

We are not just talking about tourism and visitors. This is also about sharing, and sometimes shouting about, the value and importance of the historic environment – sharing it with everyone from government and policy-makers to teachers and pupils in the school classroom. This is about new jobs that use old skills and old materials. It's about real money going in to villages, towns and cities across the country to protect, repair and revitalise their historic buildings – and it's about encouraging enterprise and completely new developments that speak to and benefit from the unique values of our heritage.

How we invest in, look after and celebrate our past is at the heart of how we make Scotland a wealthier and more equal nation.

What we will do

- **We will promote sustainable tourism** – working to make our sites outstanding visitor attractions, telling Scotland's story and using the huge national and global interest in our historic environment to see its benefits spread across the whole country
- **We will encourage enterprise and investment in the historic environment** – giving more people the tools to benefit financially from the historic

environment, providing support through our own grant schemes and our role in the planning system

- **We will advance the use of science and technology** - working at the forefront of research and development in the historic environment and promoting the benefits of innovative new techniques
- **We will increase the quality, availability and demand for skills** – showing how understanding, caring for and celebrating the historic environment adds value to the economy, providing attractive career opportunities, skilled employment and business growth

4. The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (CULTURAL)

The historic environment *is* the story of Scotland.

But it's not just one story. It's everyone's stories put together. Every single one of us – every single one of our stories – is a living, vital part of this bigger story.

How the past is presented today needs to reflect the diversity of a modern Scotland and a modern world. Who people are and what they do right now is making and shaping the historic environment of tomorrow.

We are dedicated to preserving and protecting our heritage. But how we talk about it, how we share it and what it means is not fixed. It is in everyone's hands to define what the historic environment is and what it can be, to explore its potential to influence and be influenced by everything from music, literature and art to theatre, film and video games. People want their voices to be heard – there are so many more stories to be told, *and so many more ways of telling them.*

So we will work to remove the barriers to telling stories. We need to help everyone in Scotland today to see themselves in the historic environment, whatever their backgrounds. We want our buildings, our archives and our unique sense of place to inspire creativity and build partnerships both at home and around the world – to bring people together and strengthen the bonds between *all* cultures and communities.

What we will do

- **We will celebrate the cultural value of heritage** – using the historic environment to champion diversity and inclusiveness, and strengthen communities

- **We will promote the historic environment as a key resource for creative inspiration** – working with people across all cultural disciplines to explore the values, meanings and uses of heritage, and developing new partnerships between the historic environment and the creative economy
- **We will use the historic environment to enrich education and learning** – promoting the cultural role and importance of our heritage, from buildings and places to stories and traditions, and through innovative approaches to enabling access to our own records and information
- **We will share our heritage with the world** – developing innovative and creative international partnerships by opening up our historic environment to a global audience and exploring its worldwide impact and legacy

5. The historic environment is cared for and championed by a high-performing organisation

(ORGANISATIONAL)

We are the lead public body for the historic environment in Scotland. How we act, how we communicate, how we build relationships and how we spend money impacts on how everyone sees and understands our national heritage.

We have a duty to Scotland to be a high-performing organisation. We need to keep finding the best people, the best techniques and the best ways of working. But we can't do it alone. We need to build the best partnerships and networks – in Scotland and around the world – to ensure the brightest future for the historic environment.

As an organisation, we need to foster a culture of continuous improvement – always challenging ourselves to be better and building an open, inclusive, ethical and dynamic work place. We need to tackle diversity and inequality within heritage, to ensure that all groups and communities are represented.

So we will aspire to be the best across all aspects of what we do – from research and archive management to digital technology and visitor experience – driving innovation and enterprise, but always in the service of value for money as a public body.

Scotland's historic environment is outstanding and it is our aim to be outstanding too. We want to be seen as a world-leading heritage organisation – with our expertise in demand internationally, and the ways we work recognized as examples of how to do it right.

What we will do

- **We will lead and enable the historic environment sector** – working to set the agenda, act as a catalyst, address key challenges and develop opportunities for ourselves and others
- **We will build productive partnerships** – making sure we are open and responsive, emphasising working together to meet the needs of people around the historic environment
- **We will invest in our people** – striving to be an 'employer of choice' and creating a safe and welcoming workplace that promotes equality and diversity

and that encourages and supports all staff and volunteers to develop, innovate and achieve their full potential

- **We will demonstrate sustainability in a changing environment** – actively prioritising our resources to deliver our outcomes in financially challenging times

Delivering Our Plan

This Corporate Plan sets out our vision, outcomes and priorities for the next 3 years. It aims to bring real benefits to the people of Scotland and beyond, and will be driven forward by our **Annual Operating Plans** which will detail how – and what – we will deliver in the years to come.

Our plans are just one part of much bigger ambitions to build a more successful Scotland. Launched in June 2018, the Scottish Government's **National Performance Framework** wants to make this country 'the best possible place to live, work, grow up and study in'.

The work we do is also informed by Scotland's first ever strategy for the historic environment, "Our Place in Time", and our own approaches to how we improve areas ranging from **visitor experience, research, digital development and asset management**, to **carbon management, international working, diversity, investment** and the **skills** of our own staff and volunteers.

How we work

There are five things that we do, day in and day out, and they inform all of our work:

We Lead – by finding the best ways of working and supporting others to give Scotland's historic environment the brightest future

We Understand – by researching, investigating and recording so that the historic environment is better known and understood by everyone

We Protect – by investing time, money and skills in repairing, conserving, collecting and regulating the historic environment

We Value – by making sure the widest possible audiences can experience and enjoy the historic environment

We Perform – by always looking at ourselves so that we can be a better employer and a better organisation

In every aspect of our work we strive to follow our five organisational values – we are collaborative, professional, innovative, open and respectful.

How we will measure success

Showing our progress will require evidence from a wide range of sources, looking at the results of both our own activities *and* the broader impact of the historic environment.

To do this we will develop a range of '**Key Performance Indicators**' – they will be about the big picture, focussed on delivering our vision and our outcomes, and they will draw on people's opinions, backed by analysis of data and demonstrated by real examples and case studies. Taken together this will help tell our performance story to the heritage sector and beyond.

Every year we will publish an **Annual Report** setting out what we have achieved, and we also publish specialist reports looking at areas such as sustainability, the properties in our care and our role in the planning system.

CORPORATE PLAN AND ANNUAL OPERATING PLAN ELEMENTS

The connections of our work (How we contribute to the wider public sector)

Sustainable Development Goals	No poverty	Zero hunger	Good health and well-being	Quality education	Gender equality	Clean water and sanitation	Affordable and clean energy	Decent work and economic growth	Industry, innovation and infrastructure	Reduced inequalities	Sustainable cities and communities	Responsible consumption & production	Climate action	Life below water	Life on land	Peace, justice and strong institutions	Partnerships for the goals
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SG Purpose
To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing and sustainable and inclusive economic growth

SG National Outcomes	We live in communities that are inclusive, empowered, resilient and safe	We respect, protect and fulfil human rights and live free from discrimination	We are well educated, skilled and able to contribute positively to society	We have a globally competitive, entrepreneurial, inclusive and sustainable economy	We value, enjoy, protect and enhance our environment	We tackle poverty by sharing opportunities, wealth and power more equally	We grow up loved, safe and respected so that we realise our full potential	We have thriving and innovative businesses, with quality jobs and fair work for everyone	We are healthy and active	We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	We are open, connected and make a positive contribution internationally
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In external documents

The aspirations of our work (Why we are here/what we are aiming to achieve)

HES vision
The historic environment is cherished, understood, shared and enjoyed with pride, by everyone

HES Outcomes	The historic environment makes a real difference to more people's lives (SOCIAL)	The historic environment is looked after, protected and managed for the generations to come (ENVIRONMENTAL)	The historic environment makes a broader contribution to the economy of Scotland and its people (ECONOMIC)	The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (CULTURAL)	The historic environment is cared for and championed by a high-performing organisation (ORGANISATIONAL)
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Page 104

Focus of Corporate Plan

The foundation of our work (What we do/How we influence these outcomes)

Strategic themes	Lead	Understand	Protect	Value	Perform
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The foundation of the CP and AOP

The way we work (How we will do this)

Cross-cutting elements/priorities	Partnership Inclusion Community engagement/listening Innovation
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Flows through all of CP and AOP

Our programme of work (What activities will we undertake to support this)

More detail of our deliverables each year will be in our Annual Operating Plans

Focus of Annual Operating Plan

HISTORIC ENVIRONMENT SCOTLAND CONSULTATION QUESTIONNAIRE- OUR CORPORATE PLAN 2019-22

About this survey

Thank you for taking part in our survey about Historic Environment Scotland's Corporate Plan 2019-22.

We are very interested in your views, but please do not feel obliged to answer every question.

Your responses

The survey asks 14 questions and should take approximately 5 minutes to complete.

This opportunity to give your feedback will close at midnight on **2 November 2018**.

Contacting us

To speak with us about this survey or the wider programme of consultation, please contact us on: corporateplan@hes.scot

Corporate Plan Manager, Historic Environment Scotland, Longmore House, Salisbury Place, Edinburgh, EH9 1SH

Privacy

You have the right to access your data, receive a copy of it, request corrections or removal and object to the processing of it. More information about your rights regarding the personal data we collect from you can be found at the [HES Privacy Notice](#) (See Annex 1).

Further

If you would like further information please contact the Data Protection Officer:
Telephone: 0131 668 8600
Email: dataprotection@hes.scot
Historic Environment Scotland, Longmore House, Salisbury Place, Edinburgh, EH9 1SH

You can complete this survey online, if you prefer, by clicking here
www.historicenvironment.scot/draft-corp-plan-consultation-web

The Questionnaire: Consultation on Historic Environment Scotland's 2019-22 Corporate Plan

Q1. Are you answering this consultation on behalf of yourself as an individual or in another capacity?

- As an individual
- On behalf of an organisation, public body or charity
- On behalf of a local authority
- As a private business, such as an architect or developer
- Representing a community group
- Other (please specify)

Comments

**Q2. To what extent do you agree or disagree with our vision for HES?
Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone.**

Agree

What do you like, dislike or what would you change?

The Scottish Borders is an area which has a large number of significant historic assets. The Council estimates that there are 25,000 known historical assets within our boundaries, which include 750 scheduled monuments and 3,000 listed buildings, as designated by Historic Environment Scotland as well as 43 designated Conservation Areas. This demonstrates the significant potential which we have to further utilise and develop the historic assets which we have. Effectively doing so, we believe would significantly contribute to the delivery on HES's vision.

Scottish Borders Council is supportive of the vision for Historic Environment Scotland set out in the Draft Corporate Plan, but considers that it should be augmented.

We set out a number of headings below, which, in our view, should be addressed/more developed within the Corporate Plan.

Protecting and conserving the Historic Environment is a partnership exercise

The Corporate Plan Priority 5 ('The historic environment is cared for and championed by a high-performing organisation'), highlights the importance of building 'productive partnerships'. We believe this needs further emphasis

and not merely to be noted as an adjunct to HES's own organisational effectiveness.

Thus, while HES has a vital leadership role in protecting and promoting Scotland's historic environment, it does not act alone. Importantly, local authorities across Scotland lead in protecting the vast majority of historical assets, whilst HES focuses on the management of properties in care and designation of assets. Consequently, in developing its Corporate Plan, HES needs to be cognisant of the need to work in partnership with local actors across Scotland, not just with local authorities but also with local community groups, and local businesses. With this in mind, how HES works with partners needs to be fully fleshed out in the Corporate Plan, and we would request that greater thought and further articulation be given to how HES intends to engage on a local level.

The council had a formal Joint Working Agreement with Historic Scotland (before HES was established) and we suggest that consideration should be given to the reestablishment of some formal of Joint Partnership Agreements to help define roles and responsibilities and also crucially as a means to develop local Action plans. At least on a regional level it would be useful to have an annual meeting to share and exchange information and proposals linked to these action plans; for example issues relating to designation management or future investment.

Local engagement and maximising outcomes locally

HES has worked well in partnership with Scottish Borders Council in recent years and there have been notable successes such as in implementing CARS schemes in both Jedburgh and Selkirk; the HER Polyganisation project; development of an archaeological framework for South East Scotland; and a proposed future partnership to enhance and create new record management tools based on the LiDAR system. Engagement in these projects has been welcomed and HES have contributed significant added value.

The Council would welcome a more active HES working in a manner which is sensitive to local circumstances, particularly in the current financial climate, and working to support local communities in the Borders to manage and make best use of the assets in our localities. In particular we would welcome this being supported with opportunities for Grant Aid support.

A strategic approach

Developing these points a little further, the Council supports the development of an approach which focuses 'not so much on the detail of activity, but on the real outcomes we want to achieve over the next 3 years and beyond' as per the draft Consultation Foreword. The question is what the practice of this approach looks like. In the Council's view, it is one which takes a broader perspective in relation to the potential of local assets. It should mean an ability to consider future uses or development of fixed assets more flexibly in the light of the broader outcomes sought. This should not diminish protections for individual assets, but permit the totality of assets locally, regionally and nationally to inform what kind of flexibilities would be

acceptable in delivering against HES' priorities (e.g. the establishment of Joint Working Agreements referred to above).

A 'whole economy approach'

The Council specifically approves draft Corporate Plan Priority 3 ('The historic environment makes a broader contribution to the economy of Scotland and its people').

From a Scottish Borders' perspective, the history and heritage of the region is represented in a host of iconic buildings – castles, country houses and museums – as well as the region's collections and archives, and unique cultural traditions that are expressed in world-renowned literature and storytelling, traditional music and song, custom and folklore. This cultural and environmental context is very important in two respects. Firstly, the sense of identity and belonging pervasive in the Borders is a critical support in maintaining community cohesion and resilience. Secondly, this distinctive culture is a unique asset which should be built on in promoting the region economically. Though very recent figures are not available, according to a 2012 report by EKOS Limited, the cultural and creative sector in the Scottish Borders was estimated to be worth £21m GVA and to employ some 720 people, contributing not only economic benefit but also environmental and social benefit across the region. We intend that the Council should work with the Scottish Borders Arms' Length External Organisation, Live Borders, and other partners, such as the proposed, South of Scotland Enterprise Agency in building further upon these significant foundations.

What is true of the Scottish Borders has wider application across Scotland. While the intrinsic value of the historic environment should not be overlooked, Scotland's unique historic environments and multi-faceted national, regional and local cultures and contexts have a vital contribution to make to the 'whole economy approach' promoted in Scotland's Economic Strategy. There are clear relationships between the historic environment and strands of activity within the Economic Strategy's Four Priorities such as Education, Skills, Digital, Natural Capital, International Connectivity, Global Outlook, Influence and Networks. The HES Corporate Plan should contemplate how it relates to these areas of development and the totality of its contribution across the cultural, social and economic spheres.

Specifically, the Council would welcome HES taking a proactive role in developing Heritage based tourism in parts of Scotland where this is underdeveloped. We believe that the Scottish Borders has significant potential to further exploit heritage tourism and would welcome the opportunity to work with HES to that end. We expect this would also be an area of work where the forthcoming South of Scotland Enterprise Agency would be eager to engage. We would also welcome engagement on maximising promotion of assets which are regionally important in the Scottish Borders such as Hermitage Castle and Smailholm Tower.

While there has been success, there have also been missed opportunities. One notable example for the Council was the lack of support for the Borders Heritage Festival. In order to ensure that there is a joined up approach in

future, we would welcome a closer working relationship, and enhanced communication perhaps through Regional Partnership meetings.

The natural environment

In considering the wider reach of the Corporate Plan, the Council is concerned about the lack recognition of the link between the historic environment and the natural environment. It is a significant oversight and may have potential detrimental impacts given the potential funding environment post Brexit. The historic environment forms the background of the natural environment and in order for both to be properly managed effectively there needs to be much greater integration with policy, funding and guidance. We would welcome HES taking on leading in this role, and promoting this holistic approach to all partners across Scotland. In a similar fashion it is also important that HES's corporate plan also takes into account and complements the work being undertaken under the forthcoming Cultural Strategy for Scotland.

Q3. To what extent do you agree or disagree with the proposed outcome for: HES? The historic environment makes a real difference to more people's lives (social)

Strongly agree

Our Regional Archaeological Research Framework in development with Edinburgh and East Lothian contains a strand on socio-economic impacts from heritage which is intended to set the stage for research on this. The trouble is that very little research has taken place in Scotland as a whole – and this is where HES can provide guidance and leadership. Possible targets could be health targets from walking to heritage sites, jobs created in disadvantaged areas, and social inclusiveness of heritage societies.

However greater detail is needed on how (and by whom) the will be monitored or measured.

Q4. To what extent do you agree or disagree with the proposed outcome for HES: The historic environment is looked after, protected and managed for the generations to come (environmental)

Strongly agree

With reference to our response in question 2, Local Authorities have an implied duty of care for the historic environment through statutory planning, conservation areas regulation and administering B and C listed building consents. Through this Local Authorities protect and manage change to the vast majority of heritage assets and are key partners in achieving this outcome. We welcome further HES guidance and encourage regional communications/partnership on related topics. In the past this was facilitated by Joint Working Agreements which were phased out at the HS/RCAHMS

merger and a replacement would be beneficial to all.

**Q5. To what extent do you agree or disagree with the proposed outcome for HES:
The historic environment makes a broader contribution to the economy of Scotland and its people (economic)**

Agree

Further to our answer to Q2, Scottish Borders Council is fully supportive of the need to capitalise upon historical assets and utilise these unique assets to provide opportunities to develop our visitor economy. Tourism is an important sector in the Scottish Borders, which supports businesses and jobs across the area. Tourism brings in £46 million to the local economy every year (Visit Scotland), and a large part of that is driven through our historic environment.

There is however much more which could be done to further develop the contribution that the historic environment makes to the local economy. It has been shown by Orkney that heritage can be a key driver of the local economy. The Council considers that it would be beneficial to take a strategic view of the local historical assets in partnership with HES, and working with local partners to ensure that these assets are being utilised to deliver against local strategies.

HES looks after a number of properties in care, including the Four Great Border Abbeys. Melrose Abbey is one of the most popular attractions in the Scottish Borders yet the visitor centre is cramped and does not provide easy access to the abbey (compare this with the new visitor centres at, for example Arbroath Abbey and St Andrews Castle). We understand that proposals are beginning to be developed for works at Melrose Abbey and would welcome early engagement to look at holistic solutions.

As part of this we would like to re-emphasise the forthcoming opportunity of the South of Scotland Enterprise Agency, which at its heart has a focus on place and communities. The new agency is going to be tasked with ensuring inclusive growth across the South of Scotland, part of that will be ensuring higher value jobs in the local economy. We consider that it would be advantageous for all parties that HES engages with the new Agency to ensure that the historic environment is effectively leveraged to help deliver against the agencies key objectives.

**Q6. To what extent do you agree or disagree with the proposed outcome for HES:
The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (cultural)**

Agree

This can be true, but generally there needs to be some specific focus or catalyst to kick start this. A good example is the CARS schemes which the council has run with considerable financial support from HES. This enabled us to set up a whole range of activities with different groups, for example writing and performing a history of Kelso Abbey with pupils from the local primary schools and linking to an Arts event (Reflections) in Selkirk.

Also, this is an area where the arts and textile community in the Borders, and other cultural industries such as food and drink, can help. For instance, Born in the Borders have a gin named after the Maiden Lilliard who supposedly died at the HES designated Battle of Ancrum Moor. There's no interpretation on site of the battle, and her supposed grave on Lilliard's Edge isn't accessible. But there are potential synergies between the two that could be exploited. The linkage of the Great Tapestry of Scotland with Galashiels' industrial heritage is another case in point. There are many more avenues where heritage assets and cultural ties can be exploited (e.g. Walter Scott, Common Ridings, St Cuthbert etc.).

Q7. To what extent do you agree or disagree with the proposed outcome for HES: The historic environment is cared for and championed by a high-performing organisation

Agree

Whilst this is true in respect of the historic environment for which HES has direct responsibilities, for example "properties in care"; the actual care of the historic environment is "devolved" to local authorities in particular who manage, for example conservation areas, (non-statutory sites) and the day-to-day management of the planning system at the sharp end. Local authorities champion the historic environment, for example, by running the successful Borders Heritage Festival and Doors Open Days. Success relies on a partnership between local and central organisations, recognising the skills, attributes and resources that each can bring to improving outcomes.

We would also welcome greater definition of what HES may look like as a "high performing organisation".

**Q8. What would success look like for the Corporate Plan?
Do you have comments on our suggested approach to measurement?**

As explained in the section 'How we will measure success' of the draft Plan, there is a need to develop a range of 'Key Performance Indicators' with a focus primarily on outcomes. As noted in the draft Plan and in our response to Q2, however, to get an effective purview of progress against priorities and indicators will necessitate effective partnerships and some investment

of resources to build appropriate and measurable key performance indicators.

Q9. Do you think any of the objectives in the Corporate Plan will impact differently on people because of their age, disability, gender, gender identity, race and/or ethnicity, religion or belief or sexual orientation? (please see the draft Equalities Impact Assessment)

No, though please see below our answers to questions 10, 11 and 12.

Q10. Are there any key issues or opportunities we should consider to make sure that the Corporate Plan positively works for different equality groups? (please see the draft Equalities Impact Assessment)

Primary research is required to form a baseline on this topic. None currently exists. Only then can we begin to target equalities impacts, and public money. Our regional research framework (SESARF) is attempting to encourage this, but it requires national leadership and funding towards social scientific research, strategies and applications.

Q11. Please refer to our Strategic Environmental Assessment of the draft Corporate Plan. Have the key issues associated with the environmental implications of the draft plan been identified?

- No (please comment)

Please see our response to Q2. While a Strategic Environmental Assessment has been undertaken, the natural environment does not feature within the draft Corporate Plan. We consider this an omission. The historic and natural environments are inextricably intertwined, and this should be adverted to in the Corporate Plan with an indication of how HES intends to proceed in light of its commitment to the UN Sustainable Development Goals reflected in the National Performance Framework.

Q12. Are there any key areas relating to HES's impact on you or your organisation, business or other interests that should be considered in our Corporate Plan?

The Council would welcome recognition of the difficult financial landscape in which Local Authorities currently operate.

Q13. What can you or your organisation do to help us deliver our Corporate Plan?

Strengthen partnership links (both formal and informal) and share local knowledge.

Q14. Please use this section to provide any other comments you think are relevant to our Corporate Plan.

Whilst the Corporate Plan will be the overarching document for HES's activities until 2022; it is important that this is supplemented by Action Plans on a regional or sub-regional (possibly local authority level) basis.

Privacy notice

Historic Environment Scotland (HES) are committed to protecting your personal data and your privacy. This privacy notice explains how we process any personal data we collect from you through this survey.

Personal data

Personal data includes your name, or other information about you that could be used to identify you. In the case of this survey the only personal data we ask for is your name (which is optional) so we can contact you further for more information if appropriate.

We will not ask for any special categories (previously referred to as 'sensitive') of personal data.

The personal data we collect from this survey will be used by HES to inform the development of our Corporate Plan.

Usage of personal data

The legal basis we are using to process your personal data is Public Task, as the processing is necessary for HES to perform our official function.

We limit access to your personal data to those HES employees with a business need to know. It will be processed confidentially for this specific purpose only.

Third party processing and security of personal data

We require Survey Monkey, like all third parties, to respect the security of your personal data and only permit them to process your personal data in accordance with our instructions for a specified purpose. You can see more details on how Survey Monkey manage your personal data in their Privacy Policy which can be found here <https://www.surveymonkey.com/mp/legal/privacy-policy/>.

Storage of personal data

HES will hold the information collected through this survey for 2 years. Information collected through this survey will be deleted from Survey Monkey servers after the survey closes, however may remain on backup servers for approximately 12 months.

You have the right to access your data, receive a copy of it, request corrections or removal and object to the processing of it. More information about your rights regarding the personal data we collect from you can be found at the HES Privacy Notice which can be found here <https://www.historicenvironment.scot/privacy-notice>.

Further information

If you would like further information please contact us at

Telephone: 0131 668 8600

Email: dataprotection@hes.scot

Data Protection Officer
Historic Environment Scotland

Longmore House, Salisbury Place
Edinburgh EH9 1SH

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**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 16 October, 2018 at 10.00 am

Present:- Councillors S. Mountford, (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, T. Miers, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston

Apologies:- Councillor S. Haslam
Also present:- Councillor H. Scott
In Attendance:- Chief Executive, Chief Financial Officer, Service Director Regulatory Services, Group Manager Housing Strategy & Services, Clerk to the Council, Trainee Democratic Services Officer; Mr A. Haseeb, Audit Scotland.

1. **MINUTE**
There had been circulated copies of the Minute of the meeting of the Executive Committee held on 2 October 2018.

DECISION

AGREED that the Minute be approved and signed by the Chairman.

2. **PROPOSED FUNDING CONTRIBUTIONS FOR DELIVERING EXTRA CARE HOUSING IN GALASHIELS**

With reference to paragraph 7 of the Minute of 28 June 2018, there had been circulated copies of a joint report by the Service Director Regulatory Services and the Chief Financial Officer recommending that the Council financially assist the delivery of the extra care housing development at Langhaugh Galashiels, which would provide 39 affordable housing, through the use of its Affordable Housing Investment Budget. The report also presented the progress as set out in the Extra Care Housing Framework Eildon Housing Association (EHA) to the development of the Langhaugh site in Galashiels. In order to support the delivery of the project, the Scottish Government had agreed to provide a significant enhanced grant and EHA were contributing higher than usual private borrowing per unit. However, issues with contamination had emerged through site demolition and clearance works which indicated a funding gap of up to £1.8m. The sums recommended for approval were included in the Integrated Strategic Plan for Older Peoples Housing, Care and Support Needs, which was approved by Council in June 2018. The Chief Financial Officer explained that the proposed 39 affordable homes in Langhaugh would be a major investment and would generate around £0.039m in annual Council Tax income for the Council. If the full amount of £1.8m was not required it could be made available to assist with a variety of other affordable housing across the region. It was noted that asbestos had only been discovered on site within the floor slab in the former mill when this was being broken up by the demolition contractors. Members welcomed the project.

DECISION

(a) AGREED:

- (i) **to approve the contribution of up to £1.8m of grant funding from the Council's Affordable Housing Investment Budget to Eildon Housing**

Association to enable the commencement of development of the extra care housing development at Langhaugh, Galashiels; and

(ii) to delegate authority to the Chief Financial Officer to liaise with Eildon Housing Association to agree arrangements to make payment to dovetail with project spend profile requirements.

(b) NOTED that Officers would continue to keep the specification for future extra care developments under review to ensure the maximisation of best value in line with the decision to gap fund the extra care project at Duns.

3. STRATEGIC HOUSING INVESTMENT PLAN 2019-2024 SUBMISSION

With reference to paragraph 3 of the Minute of 17 October 2017, there had been circulated copies of a report by the Service Director Regulatory Services seeking approval of the Strategic Housing Investment Plan (SHIP) 2019-2024 due to be submitted on line and by hard copy to the Scottish Government by 26 October 2018. The report explained that Local Authorities were required to produce an annual SHIP submission to Scottish Government and that this was the Council's 10th report. Scottish Borders Council, with the involvement of its key partners via the SHIP Working Group, had prepared this SHIP submission. The SHIP articulated how the Council and its RSL partners would seek to deliver the Borders affordable housing investment needs and priorities identified in the Council's Local Housing Strategy (LHS) 2017-2022 over a 5 year planning horizon. Homes would be counted towards the Scottish Parliament's target of 50,000 Affordable Homes. Based on Resource Planning Assumptions (RPAs) from Scottish Government Officials of £44.855m for the period 2018-2021, £4.6m from charitable bonds, Registered Social Landlords (RSLs) partner private sector borrowing and a commitment from the Council's Affordable Housing budget, approximately 751 new affordable homes would be delivered over the next 2 years and up to 1,047 within the next 5 year period. This latter figure assumed that all identified challenges and infrastructure issues were resolved in a timely manner, funding was available and that agreement had been reached between all interested parties and the construction sector had capacity to deliver projects. SHIP also included a number of new build extra care housing developments in key Borders towns. It was noted that a total investment of £185m had contributed to various affordable homes within the Region. Eildon Housing Association was also building a number of passive houses which would dramatically reduce the cost of heating for tenants and that this could be a major switch for housing standards across the Borders.

DECISION

APPROVED the SHIP 2019-2024 for submission to the Scottish Government More Homes Division by 26 October 2018.

4. PROPOSED FINANCIAL ASSISTANCE TO WAVERLEY HOUSING TO PURCHASE FORMER RIGHT TO BUY FLATS

4.1 There had been circulated copies of a joint report by the Service Director Regulatory Services and the Chief Financial Officer seeking to financially assist Waverley Housing to acquire up to 6 privately owned "Right to Buy" flats in Upper Langlee Galashiels, through the use of the Council's Affordable Housing Investment Budget. Waverley Housing proposed to embark on a housing-led regeneration on part of Upper Langlee in Galashiels where they were the majority owner. This large scale regeneration project was dependent on the demolition and re-modernisation of a number of unpopular housing blocks. Waverley Housing would acquire these 6 privately owned flats to build an estimated 115 new build homes through a phased re-development approach. This was a high cost project funded via housing association grant and high levels of private sector borrowing by Waverley Housing and the Council's contribution would assist to fill the gap of £1.5m to Waverley Housing with other monies coming from grant funding from Scottish Government. This development would bring benefits to the whole Langlee area, with residents welcoming the transformation work.

- 4.2 It was advised that the Group Manager Housing Strategy and Services, Ms Fancy, would be leaving Scottish Borders Council and Members thanked her for her exceptional work with the SHIP and other housing projects over the years and wished her well for the future.

DECISION

AGREED:

- (a) to approve the contribution of up to £300k by way of grant funding from the Council's Affordable Housing Investment Budget to Waverley Housing to fund the acquisition of up to 6 flats in Upper Langlee Galashiels, on condition that it enabled the demolition of the Block; and
 - (b) to delegate authority to the Chief Financial Officer to liaise with Waverley Housing to agree arrangements to make payment to dovetail with project spend profile requirements.
5. **PRIVATE BUSINESS**
AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this minute on the grounds that it involved the likely disclosure of exempt information as defined in the relevant paragraphs of part 1 of schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

6. **MINUTE**

The private Minute of the meeting held on 2 October 2018 was approved.

The meeting concluded at 10.25 am

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CENTENARY FIELDS INITIATIVE

Report by Service Director Assets & Infrastructure EXECUTIVE COMMITTEE

6 November 2018

1 PURPOSE AND SUMMARY

- 1.1 This report sets out the aims of the Centenary Fields initiative to commemorate World War 1, recommending 3 sites for nomination as a Centenary Field: Wilton Lodge Park, Hawick; Lower Green, West Linton; and Duns Park, Duns.
- 1.2 Centenary Fields (CF) is a partnership programme led by Fields in Trust and the Royal British Legion to commemorate World War 1 through protecting green spaces. It was launched by HRH The Earl of Strathearn in 2014 to mark the centenary of World War 1 and will close in 2018.
- 1.3 CF aims to protect at least one site (containing WW1 war memorial(s), and used for active recreation/sport/play) in each local authority area across the UK which meet specific criteria relating to ownership, accessibility, land use, management and wartime heritage. This is aimed at creating a long-lasting legacy of WW1, protecting and promoting green space for recreation, increasing physical activity, promoting social cohesion and improving the environment.
- 1.4 Upon a successful application to Fields in Trust for Centenary Field status, sites are subject to a Minute of Agreement, similar to those which are in place on all King George V (KGV) Playing Fields. This safeguards the sites for recreational use as protected green space.
- 1.5 Following a regional appraisal and in consultation with communities and Fields In Trust, three sites have been identified in the Scottish Borders as potentially appropriate - Wilton Lodge Park, Hawick, Lower Green at West Linton and Duns Park.
- 1.6 Upon designation, a commemorative plaque (supplied by CF) is installed. The site name will not change and there are no funds associated with CF status. Designation as a Centenary Field would not only protect the historic and conservation value of these sites, but would also strengthen the case to attract external funding. The management of these sites will be retained by the local authority.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee approve the nomination of Wilton Lodge Park, Duns Park and Lower Green, West Linton for Fields in Trust Centenary Field status.**

3 BACKGROUND

- 3.1 Centenary Fields (CF) is a partnership programme led by Fields in Trust and the Royal British Legion to commemorate World War 1 through protecting green spaces. It was launched by HRH The Earl of Strathearn in 2014 to mark the centenary of World War 1 and will close in 2018. Sites containing war memorials, which are used for active recreation/sport /play, are appropriate greenspaces to nominate. The centenary commemoration is aimed at a creating a long-lasting legacy of WW1 that also promotes and protects green space for recreation, increasing physical activity, promoting social cohesion and improving the environment. The main benefits of taking part in the initiative are to;
- contribute to a UK initiative to commemorate those involved with World War 1.
 - raise awareness of both the initiative and the Council's commitment to providing for public access and recreation.
 - raise the profile of the nominated sites.
 - safeguard valued public spaces for the future
- 3.2 Nominated sites are subject to an application process including a site visit by CF. If accepted, the Council is required to undertake legal processes, including signing and registering a Minute of Agreement (MoA). The MoA ensures the Council does nothing to detract from the amenity value of the site, and in the event of disposal, that the MoA is transferred to the new owner. The Council has existing MoAs for all King George V (KGV) playing fields – at Broughton, Foulden, Clovenfords and Newtown St Boswells.
- 3.3 Any site within Scottish Borders can be nominated by the landowner – this includes community groups and private landowners bringing forward their own site nominations if they wish. For simplicity, and especially due to the legal undertaking required, it is recommended that the Council should nominate a site in its ownership and management. In addition to the conditions covered above in relation to a site's ownership, connection with World War 1, and its recreation function, CF specifies that eligible sites must:
- be accessible in terms of location and affordability for the local community.
 - should have local managers who are responsible for the quality of the facilities, maintenance and development, improving participation, and financial and operational sustainability.
- 3.4 On this basis, and following separate consultations with Fields In Trust, Wilton Lodge Park, Hawick, Lower Green at West Linton and Duns Park have all been identified as appropriate sites to submit for application as they meets all of the criteria for a Fields in Trust Centenary Field. During the appraisal process, no sites in Eildon or Cheviot areas were identified as meeting the relevant criteria above – however we welcome community groups/private landowners nominating sites under their ownership/lease that meet the Centenary Fields criteria.

- 3.5 Upon designation, the Council will be required to install a commemorative plaque supplied by CF and arrange an unveiling ceremony at each location. The site name will not change and there are no funds associated with CF status.
- 3.6 Designation as a Centenary Field would not only protect the historic and conservation value of these sites, but would also strengthen the case to attract external funding. The management of these sites will be retained by the local authority, and while they are safeguarded as recreation, this safeguarding is flexible to future change;

"Fields in Trust does accept that on rare occasions communities change and land use changes accordingly. Parts of sites, or very rarely, whole sites can therefore be disposed of provided the disposal is of clear advantage to, and in the best interests of, the community from a recreational perspective. The criteria which Fields in Trust applies to replacement facilities are that they should be of:

1. *at least equal size*
2. *better quality*
3. *serving the same community in terms of catchment area*

Additionally, and very importantly, any disposal should apply as much of the proceeds as necessary to replacement sport, recreation and/or play facilities, with priority given to outdoor before indoor facilities."

- 3.7 All three sites are allocated in the Local Development Plan as 'Key Greenspace', which are protected from development – Centenary Fields status would not prejudice this in any way.
- 3.8 It is proposed to consult with Area Partnerships in all three relevant areas prior to final submission of the nomination to Fields in Trust. If approved, the respective communities will be consulted regarding the proposed nomination through contact with the community council and other groups known to have an interest, including the local British Legion and Ex-Servicemen branches. To date, consultation has been undertaken locally with members and with West Linton Community Council. Depending on community response, which is anticipated to be favourable, the sites will be nominated.

4 WILTON LODGE PARK

- 4.1 Wilton Lodge Park is one of the largest Urban Parks in the Scottish Borders Council area. The war memorials and their setting are recognised as an important part of Wilton Lodge Park;
- War memorial – the 1921 cenotaph by James B Dunn and bronze statue 'Spirit of Youth Triumphant over Evil' by Alexander Leslie, commemorates the fallen in the 1st and 2nd World Wars.
 - Patriotic (Boer War) Memorial - Situated in Wilton Lodge Park, this memorial is in honour of the men of Hawick and district who fell in the Boer War of 1899-1902.
 - Wilton Lodge Museum - houses the town's collection of hand-painted war memorial inscriptions

- 4.2 As well as the impressive collection of War Memorials, Wilton Lodge Park boasts expansive recreation grounds and play facilities which have recently received substantial investment via the HLF Parks for People Scheme. It is now proposed to nominate part of Wilton Lodge Park as Scottish Borders Council's Centenary Field, as outlined in Appendix 1.1 below.

5 LOWER GREEN

- 5.1 Lower Green is a discrete open area in the heart of West Linton. The prominently sited war memorial and its setting is an important part of Lower Green;
- War memorial – the 1920's memorial by Peter McGregor Chalmers with two bronze plaques, commemorates the fallen in the First and Second World Wars.
- 5.2 As well as the War Memorial, Lower Green accommodates the 18th Century St Andrew's Parish Church and Graveyard and is the main recreation grounds and play facilities in the centre of the conservation area of West Linton. It is now proposed to nominate Lower Green, as outlined in Appendix 1.2, as Scottish Borders Council's Centenary Field.

6 DUNS PARK

- 6.1 Duns Park is a Victorian Park situated in the south of the town. The park is accessed off Station Road by imposing gates and is home to two wartime commemorative structures;
- Duns War Memorial - facing the entrance gates, a memorial obelisk commemorating those from Duns who fell in both World Wars.
 - Polish War Memorial - a memorial to the Polish soldiers who were stationed in Duns during the Second World War.
- 6.2 The park is also home to a memorial bronze bust of Duns Scotus, a notable philosopher-theologian who originated from the Duns area in the 13th century. It forms the main civic greenspace in the town, with mature planting, informal recreation areas, a play area and tennis courts. It is proposed to nominate the civic park area, as outlined in Appendix 1.3, as a Scottish Border's Council Centenary Field.

7 IMPLICATIONS

7.1 Financial

Costs incurred will be modest and will be accommodated within Corporate & Neighbourhood Services Estate Management budget and includes the following:

- a) Legal costs incurred with agreeing to the Deed.
- b) The costs of installing a commemorative plaque (a plaque is provided free of charge by Fields in Trust).
- c) Registering the resulting restrictions with the land registry.

7.2 Risks and Mitigations

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

7.3 Equalities

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

7.4 Acting Sustainably

There are no anticipated economic, social or environmental impacts anticipated other than the enhanced protection and promotion of recreational greenspace within communities.

7.5 Carbon Management

There are no known effects on the Council’s carbon emissions by this proposal.

7.6 Rural Proofing

N/A

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Scheme of Delegation associated with this report.

8 CONSULTATION

- 8.1 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 any comments received have been incorporated into the final report.
- 8.2 To date, consultation has been undertaken locally with members and with West Linton Community Council. It is proposed to consult with Area Partnerships in all three relevant areas prior to final submission of the nomination to Fields in Trust.
- 8.3 If approved, the respective communities will be consulted regarding the proposed nomination through contact with the community council and other groups known to have an interest, including the local British Legion and Ex-Servicemen branches. Depending on community response, which is anticipated to be favourable, the sites will be nominated.

Approved by

Martin Joyce
Director of Asset & Infrastructure

Signature

Author(s)

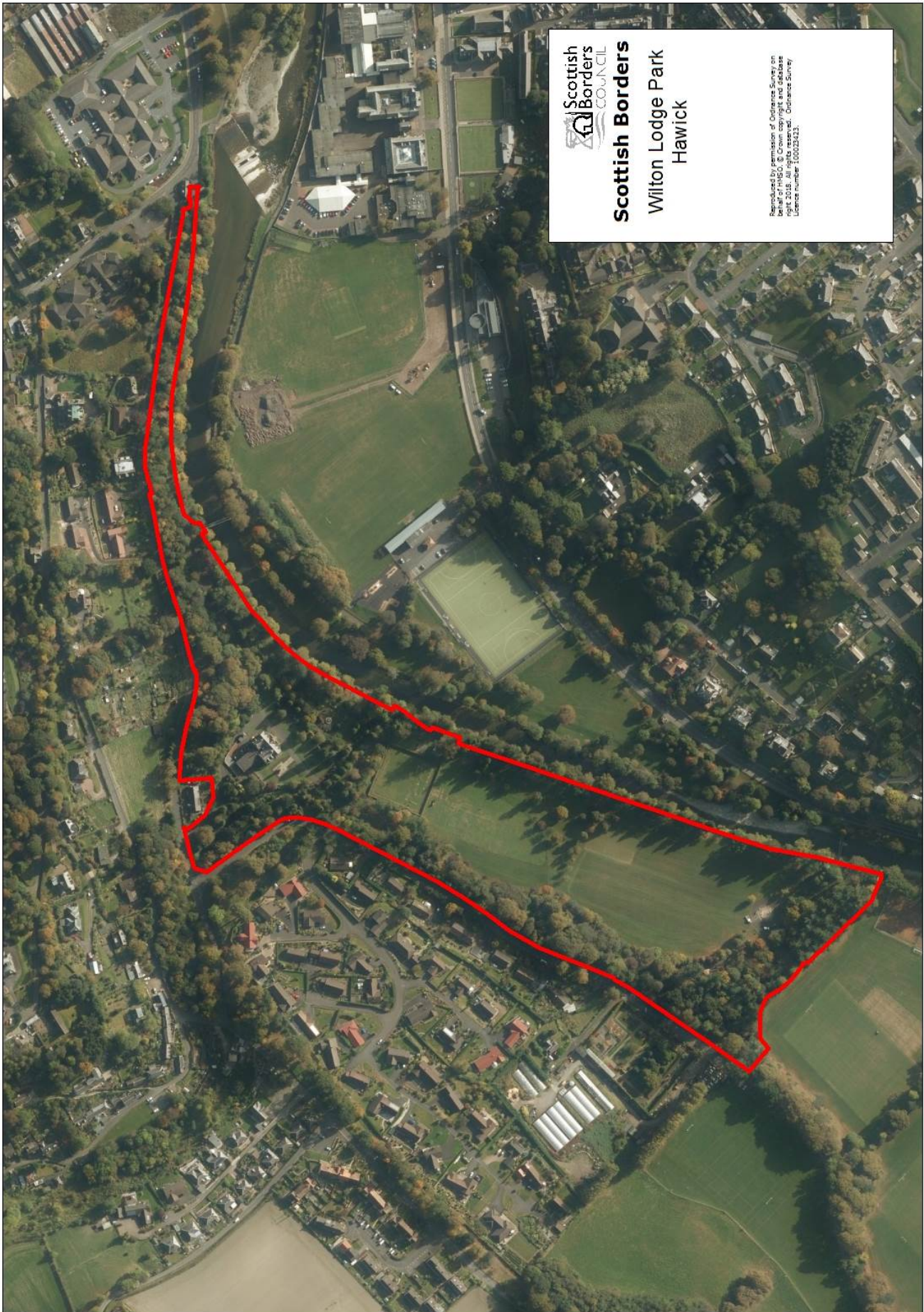
Name	Designation and Contact Number
Jason Hedley	Neighbourhood Operations Manager ext 8037

Background Papers: None

Previous Minute Reference: None

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

Contact us at Jason Hedley, Environment and Infrastructure, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825413, Fax 01835 825071, email e&ittranslationrequest@scotborders.gov.uk





Appendix 1.2 – Lower Green, West Linton



 Scottish Borders
COUNCIL

Duns Park
Duns

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Appendix 1.3 –Duns Park, Duns

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