

Public Document Pack



COMMUNITY PLANNING STRATEGIC BOARD THURSDAY, 5TH MARCH, 2020

Date: 5 March 2020

Time: 2.00 p.m.

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

BUSINESS		
1.	Apologies for Absence.	
2.	Minute (Pages 3 - 8) Consider Minute of previous meeting of the Community Planning Strategic Board held on 12 September 2019. (Attached)	All
3.	Child Poverty Action Plan (Pages 9 - 10) Update on the Child Poverty Action Plan. (Briefing Note attached)	Jenni Craig
4.	CPP Performance Management Framework (Pages 11 - 70) (a) Our Economy, Skills and Learning (Theme Leads: Rob Dickson/Angela Cox) (b) Our Health, Care & Wellbeing (Theme Leads: Rob McCulloch-Graham/Tim Patterson) (c) Our Quality of Life (Theme Leads: Stuart Reid/Stuart Easingwood) (d) Our Place (Theme Leads: Julia Mulloy/Nile Istephan) (Performance Management Framework attached)	Jenni Craig to introduce
5.	Locality Plans (Pages 71 - 130) Approve the Locality Plans for Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, and Tweeddale areas. (Plans attached.)	Jenni Craig
6.	Best Value Audit Report (Pages 131 - 194) Consider Action Plan items relevant to Community Planning Partnership. (Best Value Report (paragraphs 129 – 145 refer; and Action Plan (pgs. 4 & 5 refer) attached.)	Jenni Craig
7.	Any Other Business	

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

Members of the Strategic Board:

Name	Organisation
Councillor Mark Rowley* (Chair)	Scottish Borders Council
Councillor Sandy Aitchison*	Scottish Borders Council
Councillor Stuart Bell*	Scottish Borders Council
Mr Malcolm Dickson	NHS Borders
LSO Stephen Gourlay	Scottish Fire and Rescue Service
Councillor Carol Hamilton*	Scottish Borders Council
Ms Karen Hamilton	NHS Borders
Mrs Marjorie Hume	Third Sector representative
Mr Tony Jakimciw	Borders College
Superintendent Angus MacInnes	Police Scotland
Councillor George Turnbull*	Scottish Borders Council
Ms Elaine Morrison	Scottish Enterprise
Mr Simon Mountford	Registered Social Landlords representative (SBHA)

* any 3 from the 5 named SBC Councillors

Copies also sent for information:

Name	Organisation
Mr David Alexander	Eildon Housing
Mr Andy Bruce	Scottish Government
Lin Bunten	Scottish Environment Protection Agency
Mr Niall Corbet	Scottish Natural Heritage
Councillor Gordon Edgar	SESTRAN
Mr David Gordon	Waverley Housing
Mr Grant McDougall	Skills Development Scotland
Mr Colin McGrath	Community Council Network representative
Mr Bill White	Live Borders

Please direct any enquiries to Jenny Wilkinson, Clerk to the Council
Tel: 01835 825004 Email: jjwilkinson@scotborders.gov.uk



**SCOTTISH BORDERS
COMMUNITY PLANNING
STRATEGIC BOARD**

MEETING

Date: 12 September 2019 from 2.00 to 4:30 p.m.

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

Attendees: Councillor Mark Rowley (SBC) [Chair], Councillor Stuart Bell (SBC), Ms Angela Cox (Borders College), Mr Malcolm Dickson (NHS Borders), Mr Stephen Gourlay (Scottish Fire & Rescue Service), Councillor Carol Hamilton (SBC), Mrs Marjorie Hume (Third Sector), Inspector Jacqi McGuigan (Police Scotland), Councillor Simon Mountford (RSLs representative), Mr David Rennie (Scottish Enterprise).

Also in attendance: Colin Banks, Jenni Craig, Cameron Frater, Clare Malster, Stuart Easingwood, Jenny Wilkinson (all SBC); Tim Patterson (NHS/SBC); Nile Istephan (Eildon Housing).

MINUTE AND ACTION POINTS

1. **APOLOGIES**

Apologies had been received from Councillor S. Aitchison (SBC), Ms Karen Hamilton (NHS Borders), Mr Tony Jakimciw (Borders College), Superintendent Angus McInnes (Police Scotland), and Ms Elaine Morrison (Scottish Enterprise).

2. **MINUTE**

Copies of the Minute of Meeting of 13 June 2019 had been circulated.

AGREED to approve the Minute.

3. **ACTION TRACKER**

It was noted that all outstanding items on the Action Tracker were on the agenda for the meeting.

4. **MEN'S SHED**

4.1 Ross Hall, Scottish Borders Men's Shed Development Officer, along with Johnny Johnston and Wilson George from Eyemouth and Hawick Men's Sheds respectively, joined the meeting. Mr Hall gave a presentation on the Men's Sheds in the Scottish Borders, each of which were different but all fulfilled their aim to reduce social isolation – particularly for men – with every shed having hugely talented skilled tradesmen. Sheds were run by the 'shedders' themselves, and there was a wide range of local organisations able to provide further information, advice and guidance about getting involved. General information could also be obtained from the Scottish Men's Shed Association

www.scottishmsa.org.uk or from Ross Hall r.hall@vcborders.org.uk. There were over 500 'shedders' in the Borders with the numbers growing each week, and there were currently sheds in Coldstream, Duns, Eyemouth, Galashiels, Hawick, Jedburgh, Kelso, Lauder, Peebles and Selkirk.

- 4.2 Johnny Johnston then spoke of his involvement with the development of the Eyemouth Men's Shed which had initially started in the old British Legion before moving to the premises of the Eyemouth and District Disabled Association (TEDDA) and were currently looking for their own premises which could then be shared with other clubs. The main thrust was men from all walks of life – farmers, joiners, fishermen, engineers - sitting round a table sharing their experiences; with links also being made with the Head Teacher to get young people to come and join in the discussions. Not all the shedders were from Eyemouth but came from a 15-mile radius. It was possible to see the difference made to those men suffering from depression or who had disabilities, which had a wider impact on immediate family members as well, just by having a conversation and sharing. Wilson George then gave details of Hawick Men's Shed and its work with social service referrals as well as the long term unemployed, providing support to the community.
- 4.3 The Chairman commented on the scale of the Men's Shed movement in the Borders and its success, in particular on the emotional side as well as the practical side. It was difficult to quantify the success of the sheds, as it was not simply about numbers but also about the difference made to the wider family e.g. if someone with dementia is attending a shed, the family knows the person is in a safe environment. Some attendees did require support or the presence of a carer. The only thing that was frustrating was the ability to tackle loneliness, with some people in their house alone with no contact with others and to try to get them involved. Men's Sheds did reduce social isolation and brought people together who would not normally speak to each other. There was a no-alcohol policy so this was somewhere for adults to go in a safe environment and talk to people and leave feeling happier. It encompassed all walks of life and occupations and was all about sitting down with a cup of tea and conversations going on around you all the time. Mr Johnston commented that it was a blessing to be involved and a blessing for the shedders. Councillor Hamilton gave a vote of thanks to all the Men's Sheds and the work they did across the Scottish Borders.

5. **COMMUNITY PLAN ANNUAL PERFORMANCE REPORT**

With reference to paragraph 9 of the Minute of 13 June 2019, copies of the proposed format for the Annual Performance Report were circulated, which was a mock up combining historic and live data from the Quality of Life theme. If this style was agreed, it would be used to monitor the progress of the actions in the Community Plan. Jenni Craig, SBC Service Director Customer & Communities, advised that the theme leads were working with the SBC Community & Partnerships team to identify a number of key measures and targets, pulling together the actions for each theme within the Community Plan, with the aim of bringing this back to the next meeting of the Strategic Board in November 2019. With regard to the mock-up of Quality of Life data, feedback was requested on the format and style, which used infographics and greater detail within an appendix. The Annual Performance Report was aimed at the public, showing how the partners were performing against the actions in the Community Plan. A return would be made to the Scottish Government on an annual basis. Members commented:

- A need to be careful with the use of percentages without accompanying context e.g. knife crime increases by 50% when it goes from 2 to 3 incidents, so where numbers were low it could be better to stick to numbers rather than percentages.
- Consideration would be given to the inclusion of a RAG status and/or trends, although timescales may vary on each action e.g. quarterly, annually.
- The format was heading in the right direction, with enough detail to get a reasonably informed view of a snapshot in time.
- All measures and targets should be locked down by the next meeting.

- Consideration would be given to superimposing the Scottish rate on graphs to give a national context.
- Consideration would be given to include the details beside or underneath graphs rather than later in the document.

All these points would be taken into account for the final document.

AGREED to use the format circulated at the meeting for the Annual Performance Report, subject to the above points.

6. **CHILD POVERTY ACTION PLAN**

With reference to paragraph 5 of the Minute of 13 June 2019, copies of a briefing paper by Allyson McCollam, Associate Director of Public Health, had been circulated. The Strategic Board had previously agreed that a multi-agency Working Group should be established to oversee the further development and implementation of the Child Poverty Action Plan, with membership drawn from across the Community Planning Partnership from those that had a remit for the relevant strategic areas. The Working Group would report to the Children and Young People's Leadership Group (CYPLG) six monthly and provide an annual update to the CPP Strategic Board in advance of submitting the required annual report to the Scottish Government, with the next one due in June 2020. Terms of reference for the Working Group would be developed for approval by the CYPLG, and the Working Group would focus initially on reviewing the first Action Plan to identify key strategic priorities and potential areas for collaborative action. National scrutiny of local action plans would be provided through the Poverty and Inequalities Commission which would be reviewing a sample of local action plans, with feedback expected later in 2019. Engagement with the Third Sector was also planned in advance of the first meeting of the Working Group on 24 September, in order to raise awareness of the Action Plan. There was a need to demonstrate that the priorities being developed were being done so in consultation with those affected. It was also recognised that this was a long term plan. With regard to the definition of child poverty, 4 different definitions had been used.

AGREED:

- (a) **to note the progress since June 2019 towards establishing the Child Poverty Working Group;**
- (b) **to approve in principle the governance arrangements for the Child Poverty Action Plan; and**
- (c) **to receive an update on progress with quantification and prioritisation of actions within the Child Poverty Action Plan at the next meeting of the Strategic Board.**

7. **ECONOMY, SKILLS AND LEARNING UPDATE**

7.1 With reference to paragraph 7.1 of the Minute of 7 March 2019, an update on the work of the Economy, Skills and Learning Group was circulated at the meeting. Angela Cox, Principal of Borders College gave highlights from the paper. The South of Scotland Enterprise Agency was due to come in to operation on 1 April 2020, and it had recently been announced that Professor Russel Griggs, who had been chairing the South of Scotland Economic Partnership (SOSEP), would be the first Chair of the Agency. SBC Officers had been working on future governance arrangements between Scottish Government, the Agency, the 2 Councils and partners in the South of Scotland which was likely to involve the establishment of a South of Scotland Regional Economic Partnership. This Partnership would oversee the development and implementation of a joint South of Scotland Regional Economic Development Strategy, which would link to the Scottish Borders Economic Action Plan. A South of Scotland Convention would also be

established to provide an opportunity for direct political dialogue between the Councils and Scottish Government Ministers' and its agencies.

- 7.2 With regard to work by SOSEP, the South of Scotland Regional Skills Investment Plan had been launched on 20 June 2019, and this had been followed by a workshop at Borders College. Skills Development Scotland was working with various partners to ensure the various actions in the Plan were implemented. SOSEP had also undertaken 28 consultation events across the South of Scotland which included dedicated business and thematic sessions. One key priority action identified from these events was the need for an integrated approach to transportation and work was taking place to consider how this may be taken forward. Work, led by the Council, on Brexit preparations was ongoing, with efforts to engage businesses focussed on the possibility of the UK leaving the EU without a deal at the end of October 2019.
- 7.3 The Heads of Terms Agreement for the Borderlands Inclusive Deal had been signed by the 5 Borderlands Councils and the Scottish and UK Governments on 1 July 2019. The two governments were contributing £350m to the Deal. A Borderlands Inclusive Deal conference was being planned for 7 October 2019 in Northumberland to provide information to partners about the Deal. The full Deal was expected to be signed in 2020. Work had also continued to progress the Central Borders Innovation Park project at Tweedbank as part of the Edinburgh and South East Scotland City Region Deal. SBC had led on the Workforce Mobility Project as part of the Integrated Regional Employability and Skills Programme, with the full business case for this project approved by SOSEP in June 2019.

Note: Councillor Mountford left the meeting.

8. **HEALTH AND WELLBEING UPDATE**

- 8.1 With reference to paragraph 7.2 of the Minute of 7 March 2019, copies of an update report on Out Health, Care and Wellbeing had been circulated. Tim Patterson, Director of Public Health, gave highlights of the work undertaken since the last update, focussing on the diabetes prevention partnership and weight management; physical activity and the work undertaken with Live Borders; the healthy workplace programme; diversity week; and drugs deaths. Copies of the Scottish Borders Diversity Week programme for 23 to 29 September 2019 were circulated at the meeting along with details of the NHS Borders Wellbeing Service which offered support to people who wished to improve their lives in any of the following areas: mental health and wellbeing; being more active; eating more healthily; and quitting smoking. With regard to priorities for work going forward, this may need to be the subject of debate at the next Strategic Board meeting to identify the areas where the Board had more influence and which areas to monitor.
- 8.2 Mrs Hume, Third Sector representative, commented on the University of the Third Age (U3A), set up across the Borders, which took account of physical and mental wellbeing. There followed a discussion on the most appropriate data to include which would link actions and activities back to the outcomes. Jenni Craig confirmed that this work was underway with all the theme leads and at the next meeting of the Strategic Board this should be available. Some of the problems stemmed from the availability of up to date data e.g. Scottish health survey was carried out every 3 years. Members commented on the need for simpler data; home consumption of alcohol and the reduction in licensed premises.

9. **QUALITY OF LIFE UPDATE**

With reference to paragraph 7.3 of the Minute of 7 March 2019, copies of the update report on Our Quality of Life had been circulated. Stuart Easingwood, SBC Chief Social Work and Public Protection Officer & Interim Service Director Children & Young People, gave highlights of the work over the previous months. Anti-social behaviour monitoring

had increased and the number of early interventions had decreased; although there tended to be a seasonal trend, this slight worsening would continue to be monitored; more mediation in communities rather than escalation was the preferred route. In response to a question, Inspector Jacqi McGuigan, Police Scotland, confirmed that Group 1 offences related to non-sexual violent crime e.g. murder, extortion offences, etc.

10. **PLACE UPDATE**

10.1 With reference to paragraph 7.4 of the Minute of 7 March 2019, copies of an update on Our Place had been circulated. The Affordable Warmth & Home Energy Efficiency Strategy had now been approved following extensive partnership working and consultation. The Scottish Borders Home Energy Forum was now focussed on delivery and also responding to emerging national fuel poverty strategy and legislation. Collaborative working was underway between SBC, RSLs, Changeworks and The Energy Savings Trust on a number of projects and funding bids. Pre-manufacture (including modular) housing group was progressing with affordable housing schemes using modern methods of construction which were proposed across the Borders and Dumfries & Galloway. Work was underway with the Construction Scotland Innovation Centre to utilise their support and advice. Extra care projects were progressing in Gala and Duns. The Rapid Re-Housing Final Plan 20189-24 had been approved by SBC in March 2019 for final submission to Scottish Government – this had been developed in partnership with the Borders Housing Alliance and H&SCI Strategic Planning Group, with implementation from April 2019. Feedback had been received from Scottish Government on the Plan and follow up action was being planned. Some challenges and delay with securing planning consent was impacting on housing supply, but the delivery of the expanded programme was progressing well with future projects and priorities being identified. It was hoped to use the output from the current Wheelchair Accessible Homes Study to inform future investments. Discussions were ongoing with Aberlour and SBHA on potential future provision for a Borders based project for children with learning disabilities, and between Eildon Housing and Cornerstone with respect to a new LD service.

10.2 Nile Istephan, Eildon Housing Chief Executive, gave a presentation on the Green Homes initiative, which related to key activities in the Action Plan. Fuel poverty and sustainability issues came together in housing stock. New homes, when built, would have as high standards as possible e.g. zero carbon efficient, but most houses already existed so required a different approach. The RSLs were currently building more new homes in the Borders than any other provider, with 750 in the pipeline along with extra care housing. In some cases, RSLs purchased homes from private developers. The house building programme could also trigger economic benefits through use of a local workforce and supply chain. Eildon Housing's green programme comprised 4 different schemes, with completions expected by March 2021: Passivhaus (10 homes); Energiesprong with battery technology (13 homes); Off-site volumetric 12 homes (12 homes); and traditional time frame and air source heat pumps as the control scheme. The programme had end to end performance monitoring from the Mackintosh Environmental Architecture Research Unit built in, with analysis carried out from concept and build, to lived-in. These new type of heating systems required tenants to use them differently as they usually had a constant level of heat, rather than turning systems on/off when in/out. Tenants for these houses would be identified according to housing needs but they would be advised that due to the nature of the heating systems, they needed to use them properly to gain the benefits. The use of gas heating systems was no longer sustainable and alternatives had to be explored. Members welcomed the programme and looked forward to receiving updates as the schemes progressed.

11. **ANY OTHER BUSINESS**

Marjorie Hume, Third Sector, made a plea for all papers for future meetings to be submitted by the due deadline so they could be issued in advance of meetings to ensure there was sufficient time for members to read them. Mrs Hume also referred to the Lord-

Lieutenants' Volunteering Event which was due to take place at Springwood Hall, Kelso on 25 September 2019 and was advertised on various websites.

12. **DATE OF NEXT MEETING**

The date of the next meeting of the Strategic Board was confirmed as Thursday 21 November 2019 at 2.00 p.m.

Scottish Borders Child Poverty Action Plan

Update for Community Planning Partnership Strategic Board

Background

As part of the Child Poverty (Scotland) Act 2017, the Scottish Government must publish child poverty delivery plans in 2018, 2022, and 2026 and report on these plans annually. The first national delivery plan 'Every child, every chance - The Tackling Child Poverty Delivery Plan 2018-22' was published in March 2018.

Responsibilities

Scottish Borders Council and NHS Borders have a statutory responsibility to report annually to Scottish Government on activities and plans that contribute to meeting the national targets for child poverty reduction. The first annual progress report is due to be submitted to Scottish Government by the end of June 2020.

Scottish Borders Child Poverty Action Plan

The Scottish Borders Child Poverty Action Plan was prepared and submitted to Scottish Government in June 2019 following consultation with key members of the Community Planning Partnership Reducing Inequalities Delivery Group. The Child Poverty Planning group now manages the implementation of the Plan on behalf of the CPP. This is a strategic group with senior multi-agency membership. It reports to the CPP through the CYP Leadership Group.

The Plan describes the challenges faced in measuring child poverty locally, how it links to existing activity, what has been delivered in the reporting period 2018/19 and what we are committed to delivering in 2019/20.

National scrutiny has been provided by The Poverty and Inequality Commission's Review of the Local Child Poverty Action Reports which was published in December 2019. The Commission were impressed with the quality and range of actions included in reports and also made a number of recommendations to assist in enhancing plans to ensure that they clearly articulate how to achieve improved outcomes in the short and longer term. This valuable feedback will now be used to develop our plan for the future, recognising that partnerships are key to the achievement of our outcomes.

Next Steps

- A multi-agency workshop facilitated by the Improvement Service and NHS Health Scotland will be held in March 2020. The focus will be –
 - To capture activities undertaken towards meeting the action plan for 2019/20
 - To discuss the Poverty and Inequality Commission's recommendations
 - To consider the Scottish Borders landscape
 - To consider strengths and identify gaps/key priorities to inform an action plan for 2020/21 and beyond
 - To identify a measurement framework to monitor progress once priorities are agreed
- Develop a communications plan setting out timescales, to raise the visibility of child

poverty and to ensure all Partners are aware of their roles and responsibilities in delivering actions towards meeting actions

- Continue with key areas of work to reduce the impact of poverty on families with children eg. financial inclusion and income maximisation programmes; holiday programmes, home energy efficiency programmes; reducing the cost of the school day and closing the poverty related attainment gap
- Engage with communities and families affected by poverty to ensure work is informed by their direct lived experience

Key dates

- Multi-agency workshop – March 2020
- Report writing with input from partners for 2019/20 Progress Report – April/May 2020
- Report writing with input from partners for 2020/21 Action Plan – April/May 2020
- 2019/20 Child Poverty Action Plan Progress Report to be presented to CPP – June 2020
- 2020/21 Action Plan to be presented to CPP – June 2020
- Submission of Progress Report to Scottish Government – end June 2020

Our Economy, Skills & Learning

Our Economy, Skills & Learning

Outcome: More people working more productively for higher wages

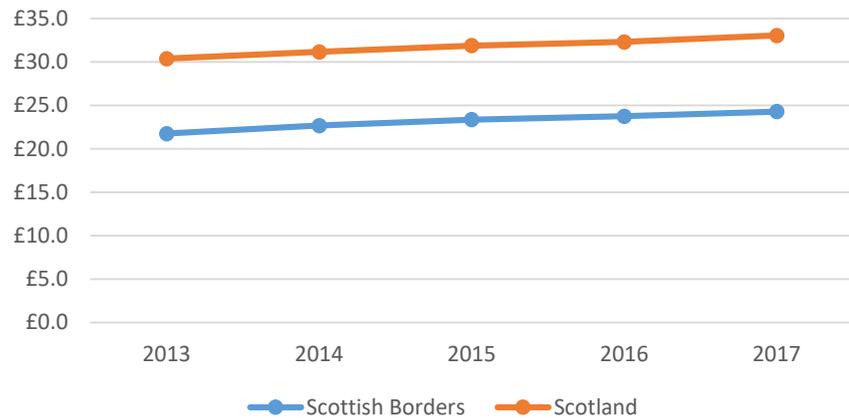
Our Understanding:

(as at October 2019)

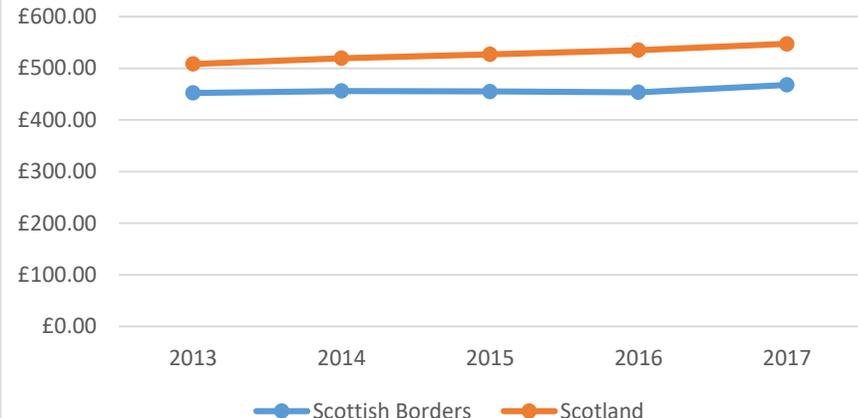
Why do we want to improve this outcome?

- Weekly wages are lower in the Scottish Borders than Scotland. The weekly wage for those working in the Borders is the 4th lowest in Scotland.
- When compared with Scotland, the Scottish Borders also has a higher proportion of enterprises in agriculture, forestry and fishing but a lower proportion of enterprises in professional, scientific and technical activities, which continues to adversely affect GVA.
- Workplace-based earnings (median weekly full-time wage) in the Scottish Borders remained at about 85% of the Scottish average in 2017.
- Productivity levels (GVA per hour worked) in the Scottish Borders fell slightly to 73.4% of the Scottish average in 2017.

GVA Per Hour Worked



Weekly Full-Time Wages



Our Measures and Targets	
Productivity levels (GVA per hour worked)	To increase from £24.30 per hour in the short term to £28.70 per hour in the medium term and to £33.10 per hour in the long term.
Workplace-based earnings (median weekly full-time wage)	To increase from £467.80 in the short term to £507.55 in the medium term and to £547.30 in the long term.
Key Actions - last 18 months: <ul style="list-style-type: none"> ▪ Completion of Edinburgh and South East Scotland City Region Deal with support for the Central Borders Innovation Park with emphasis on building office and industrial space to attract higher value sectors. ▪ Worked on establishing the South of Scotland Economic Partnership and the new South of Scotland Enterprise Agency. ▪ Started delivery of Phase 1 of Central Borders Innovation Park. 	Next 12 months: <ul style="list-style-type: none"> ▪ Borderlands Inclusive Growth Deal – business cases including Mountain Bike Innovation Centre and Business Infrastructure with view to approval by summer 2020. ▪ Establishment of the South of Scotland Enterprise Agency in April 2020. ▪ Completion of Phase 1 of Central Borders Innovation Park by the end of 2020.
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013-23 • South of Scotland Economic Partnership/South of Scotland Enterprise Agency • Edinburgh and South East Scotland City Region Deal • Borderlands Inclusive Growth Deal • Borders Railway Blueprint
CPP Theme Leads:	Angela Cox and Rob Dickson
Summary:	The establishment of the new South of Scotland Enterprise Agency and the successful progression of the Borderlands Inclusive Growth Deal represent a once in a generation opportunity to support economic development in the Scottish Borders and to drive economic growth with the additional resources that will become available.

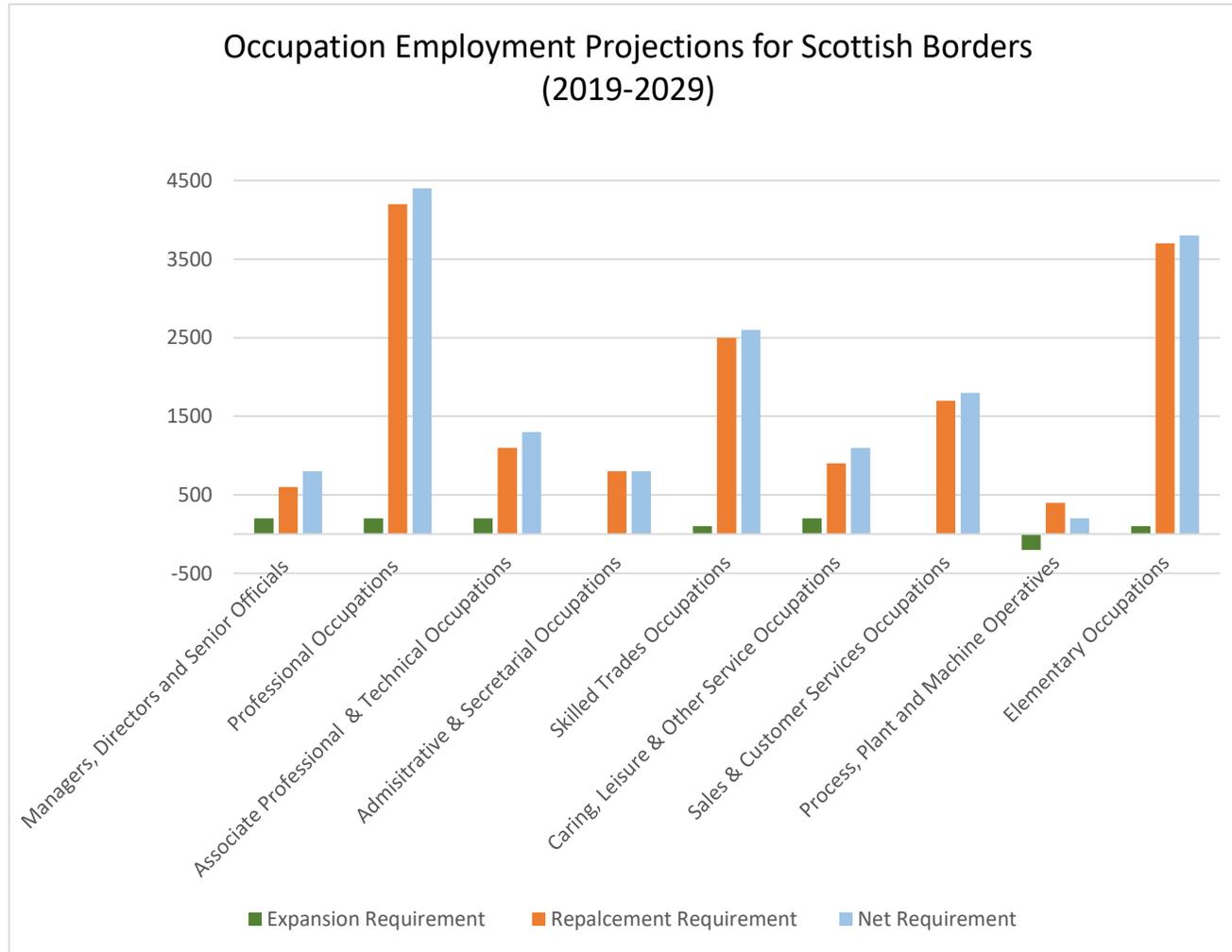
Our Economy, Skills & Learning

Outcome: More Highly Skilled Workers

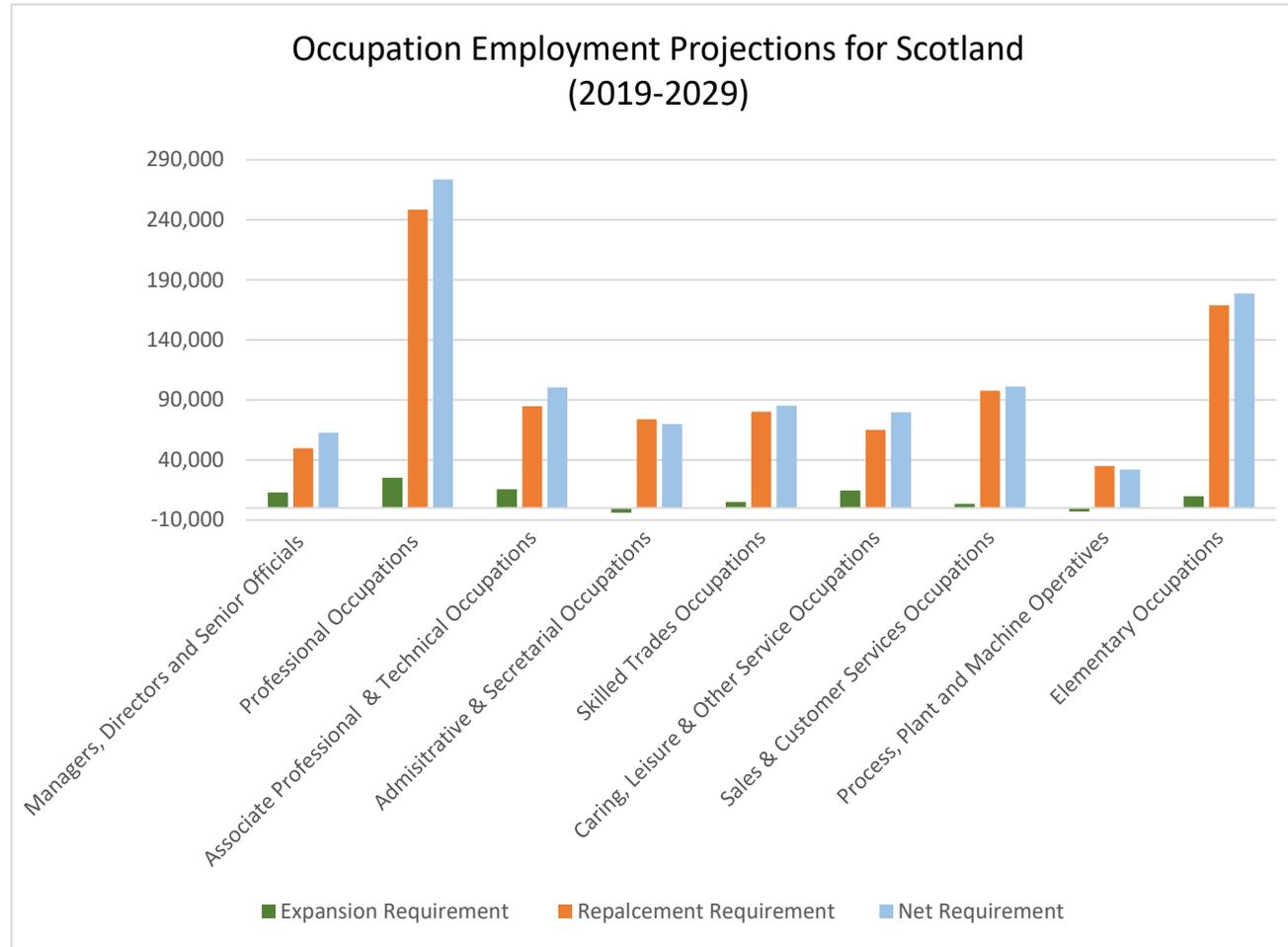
Our Understanding:

Why do we want to improve this outcome?

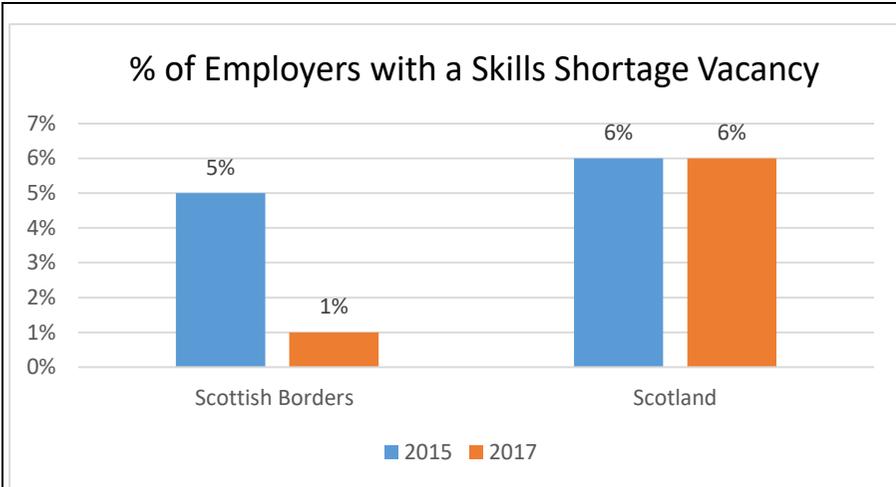
- The majority of work opportunities in the Borders from 2016-2024 will require individuals with a higher level of qualification
- Skill shortage vacancies in the Scottish Borders is comparable with Scotland (23% compared to 24%).
- In the Scottish Borders there are two occupation areas where the skills gap is more prominent in comparison to Scotland; these are skilled trades and associate professionals (e.g. technicians).
- 42% Individuals aged 16-64 have attained SCQF level 7-12, while in Scotland this figure is 44%.
- 16% of Individuals aged 16-64 in the Scottish Borders have attained SCQF level 5 while 14% have achieved SCQF level 6. For Scotland the figures are 13% and 14%, respectively.
- Individuals aged 16-24 with SCQF level 5 currently stands at 16% and for level 6 it is 14%. 8% of individuals aged 16-64 have no qualifications while 7% have other qualifications.



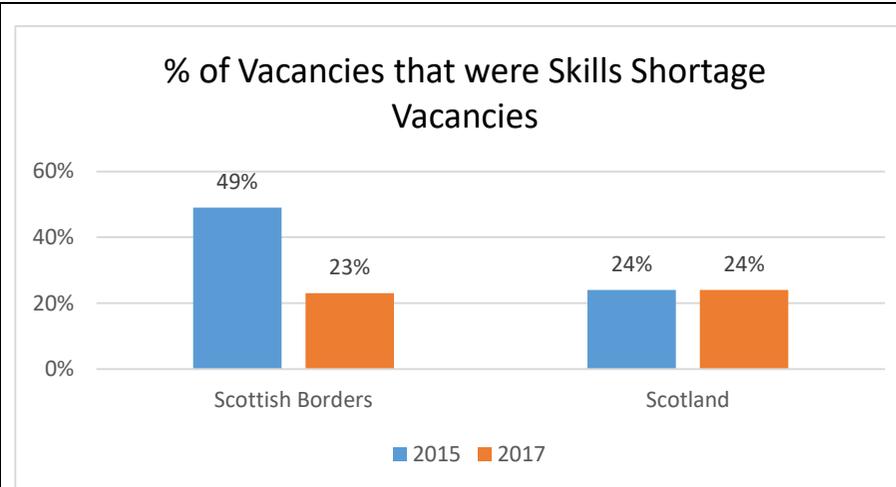
Source: Adapted from Oxford Economic Forecasts via Skills Development Scotland



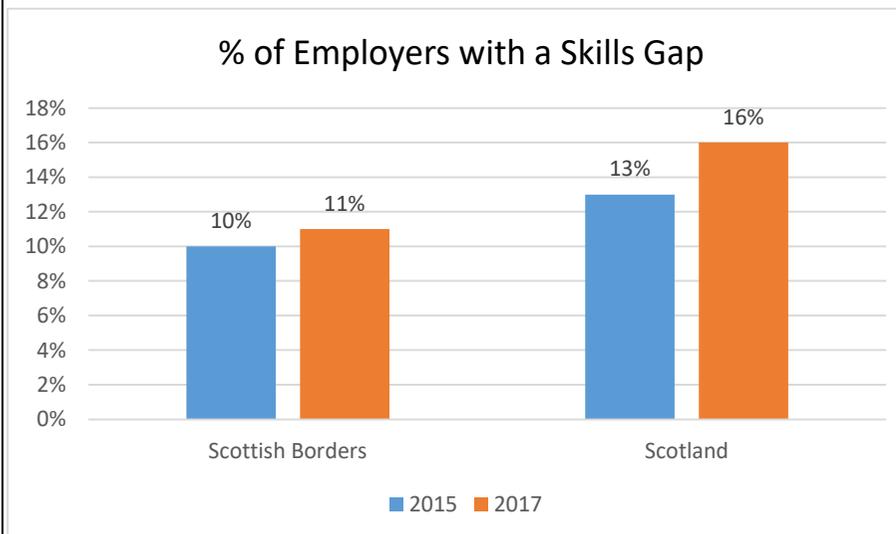
Source: Adapted from Oxford Economic Forecasts via Skills Development Scotland



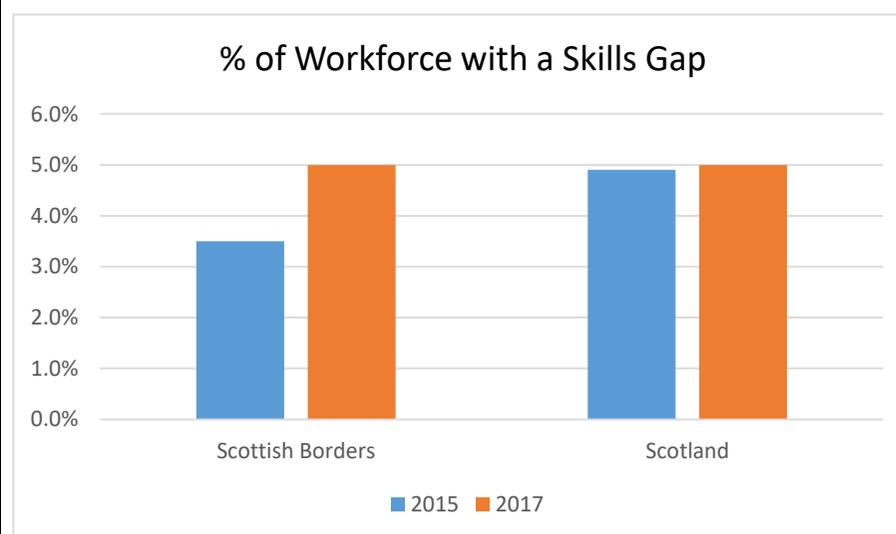
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland



Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland

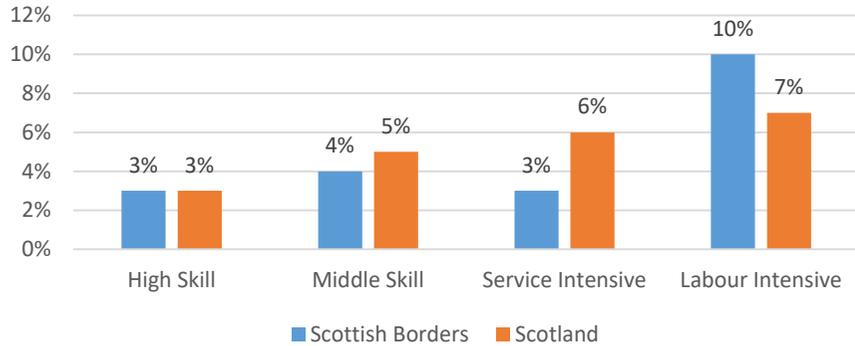


Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland



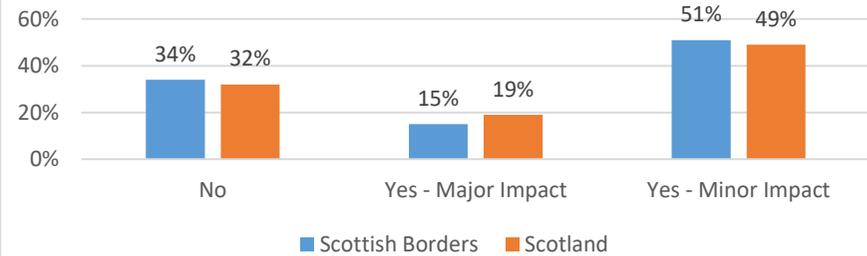
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland

Density of Skills Gap by Occupation Grouping (2017)



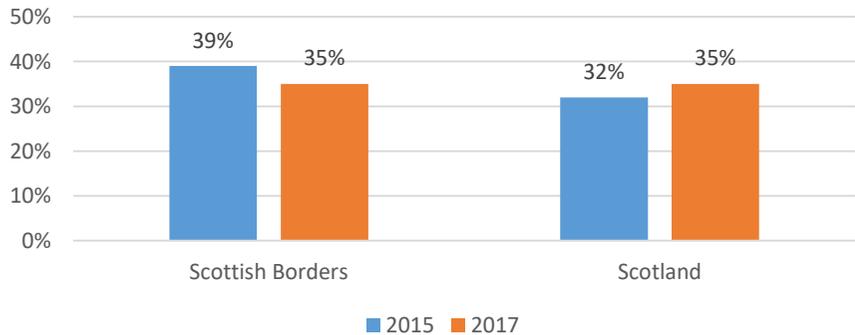
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland

% of Employers with a Skills Gap Reporting that they have an Impact on how Business Performs (2017)



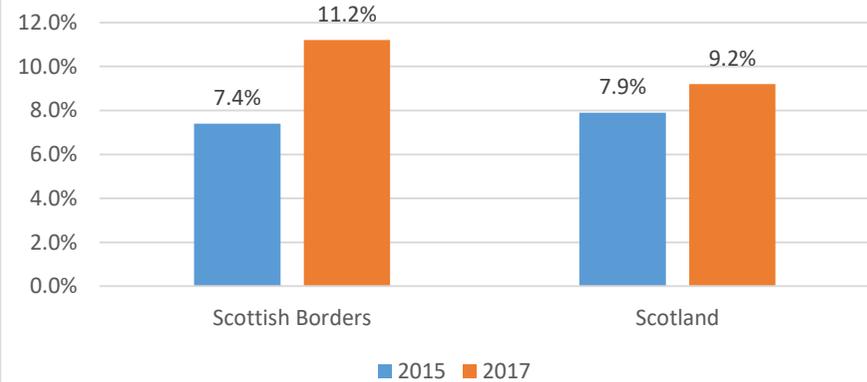
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland

% of Employers Reporting Skills Under-Utilisation

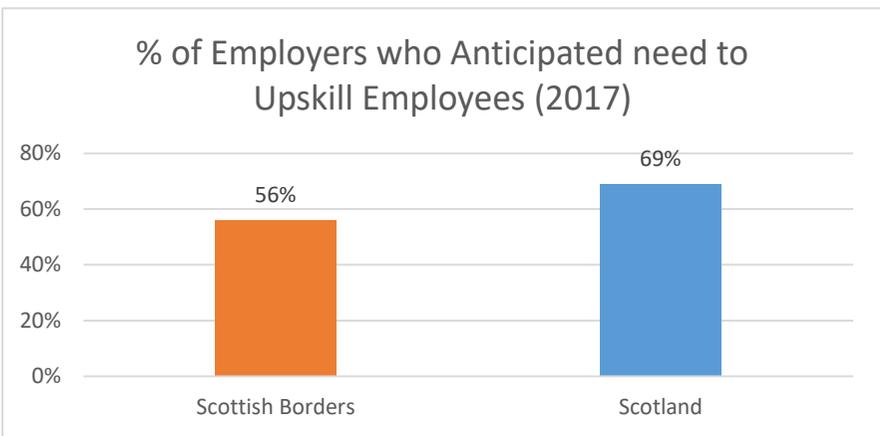


Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland

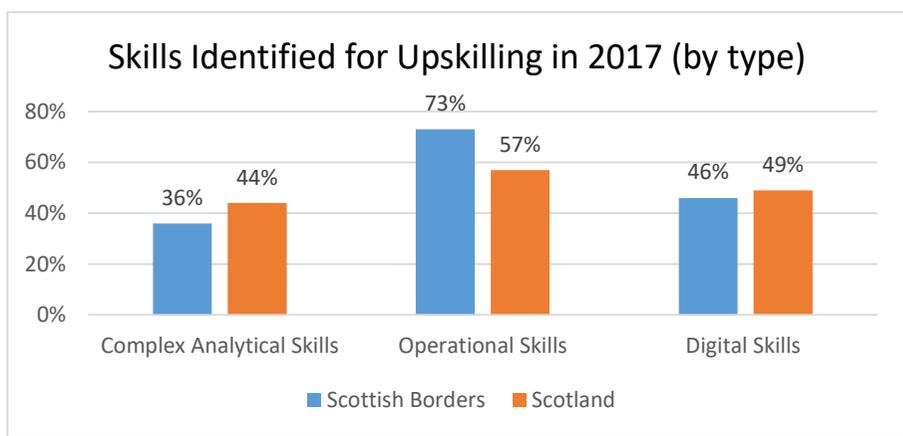
% of the Workforce Under-Utilised



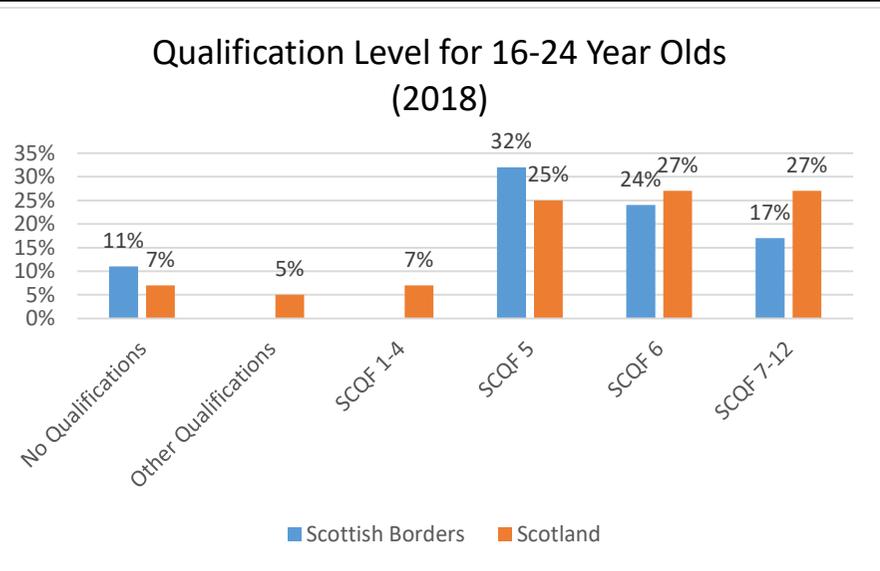
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland



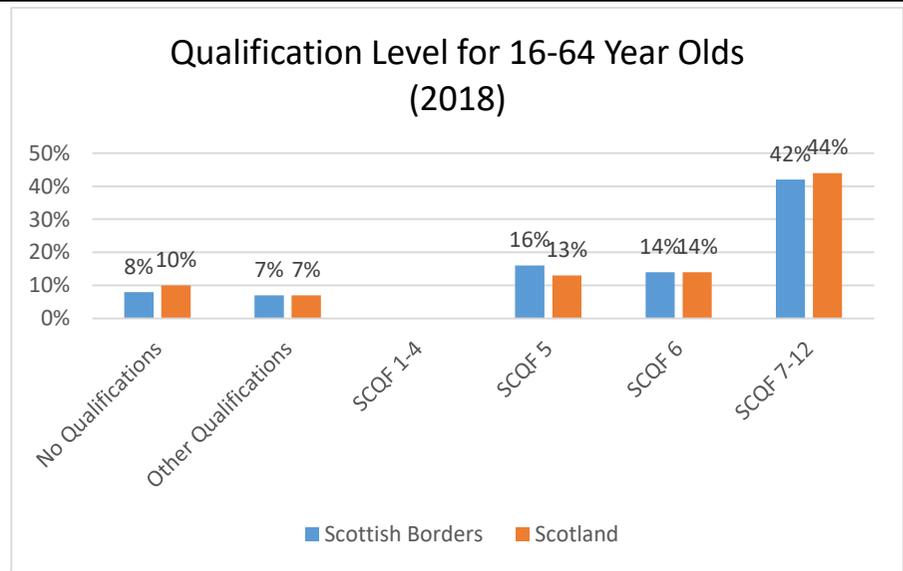
Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland



Source: adapted from UKCES Employer Skills Survey (2017) via Skills Development Scotland



Source: Adapted from Annual Population Survey (based on data collected between January 2018 - December 2018) via Skills Development Scotland



Source: Adapted from Annual Population Survey (based on data collected between January 2018 - December 2018) via Skills Development Scotland

Our Measures and Targets	
Individuals with SCQF Levels 0-6	To increase number from 67.2% in the short-term to 70.5% in the medium-term to 82.0% in the long-term
Individuals with SCQF Level 7	To increase numbers from 23.4% in the short-term to 26.2% in the medium-term to 36.2% in the long-term
Key Actions - last 18 months: <ul style="list-style-type: none"> ▪ Supported initiatives such as Developing the Young Workforce ▪ Completion of Edinburgh and South East Scotland City Region Deal with support for the Central Borders Innovation Park with emphasis on building office and industrial space to attract higher value sectors. ▪ Worked on establishing the South of Scotland Economic Partnership and the new South of Scotland Enterprise Agency. ▪ Worked on developing Regional Skills Investment Plan for South of Scotland. 	Next 12 months: <ul style="list-style-type: none"> ▪ Borderlands Inclusive Growth Deal – business cases including Mountain Bike Innovation Centre and Business Infrastructure with view to approval by summer 2020. ▪ Establishment of the South of Scotland Enterprise Agency in April 2020. ▪ Implementation of South of Scotland Regional Skills Investment Plan.
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013-23 • South of Scotland Economic Partnership/South of Scotland Enterprise Agency • Edinburgh and South East Scotland City Region Deal • Borderlands Inclusive Growth Deal • Borders Railway Blueprint
CPP Theme Leads:	Angela Cox and Rob Dickson
Summary:	The establishment of the new South of Scotland Enterprise Agency, the successful progression of the Borderlands Inclusive Growth Deal and the new Regional Skills Investment Plan for the South of Scotland represent a once in a generation opportunity to support economic development in the Scottish Borders and to drive economic growth with the additional resources that will become available.

Our Economy, Skills & Learning

Outcome: More people benefitting from better connectivity

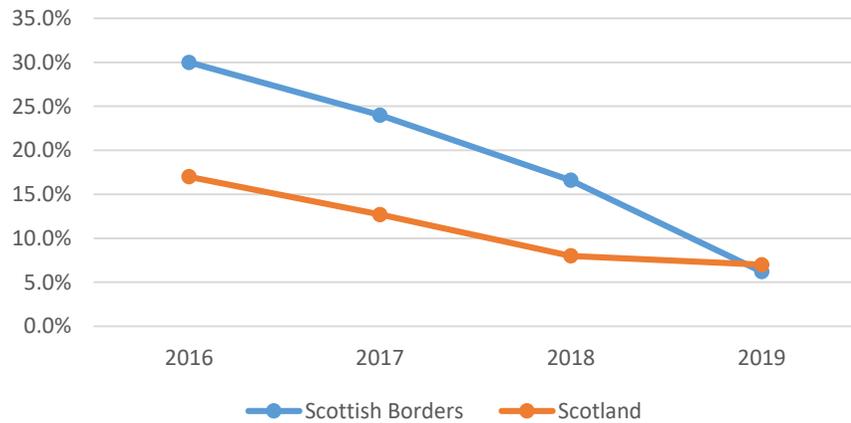
Our Understanding:

(as at October 2019)

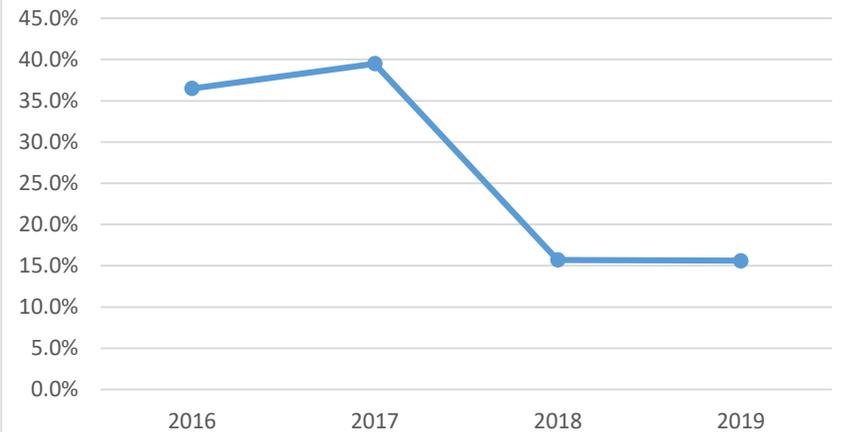
Why do we want to improve this outcome?

- The availability of good broadband speeds in the Scottish Borders does not apply to all of our communities
- The % of geographic area with no reliable signal in the Scottish Borders remains relatively high compared to other Scottish Local Authorities.
- The proportion of premises in the Scottish Borders unable to receive 30 Mbit/s decreased to 6.2% in 2019, which is now lower than the proportion of premises in Scotland (7%).
- 15.6% of the geographic area of the Scottish Borders has no reliable 4G signal in 2019 compared to 15.7% in 2018 and an average of 8.8% across Scotland's other Local Authorities.

Premises unable to receive 30 Mbit/s



Geographic area with no reliable 4G signal



Our Measures and Targets	
Broadband coverage of premises unable to receive 30 Mbit/s	To reduce number of premises unable to receive 30 Mbit/s from 6.2% in the short term to 3.1% in the medium term and to 0% in the long term.
Mobile coverage – geographic area with no reliable signal	To reduce geographical area with no reliable mobile coverage from 15.7% in the short term to 7.9% in the medium term and to 0% in the long term.
Key Actions - last 18 months: <ul style="list-style-type: none"> ▪ Participation of Scottish Borders Council in the Digital Scotland Superfast Broadband scheme to encourage it to cover as many properties as possible. ▪ Scrutiny Review of the Digital Scotland Superfast Broadband scheme. ▪ Digital Connectivity made a key strand in the Borderlands Inclusive Growth Deal. 	Next 12 months: <ul style="list-style-type: none"> ▪ Final completion of the Digital Scotland Superfast Broadband scheme. ▪ The Reaching 100% (R100) programme which aims to give every home and business in Scotland 30 MB/s Broadband will commence – although it is unclear at present as to how it will be delivered. ▪ The 4G infill programme which aims to increase mobile coverage in rural areas is likely to be part of the Borderlands Inclusive Growth Deal. ▪ Investigation of the potential for 5G required.
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013-23 • Borderlands Inclusive Growth Deal • Digital Scotland Superfast Broadband scheme
CPP Leads:	Angela Cox and Rob Dickson
Summary:	Digital connectivity in the Scottish Borders has improved significantly over the past 2 years. However, there remains a significant number of properties without access to superfast broadband and Fibre to the Premises (FTTP) access is also limited. Although 5G is now operational in some city areas, it is unclear how it will roll-out to rural areas; so it will be crucial to continue to press for full 4G coverage.

Our Economy, Skills & Learning

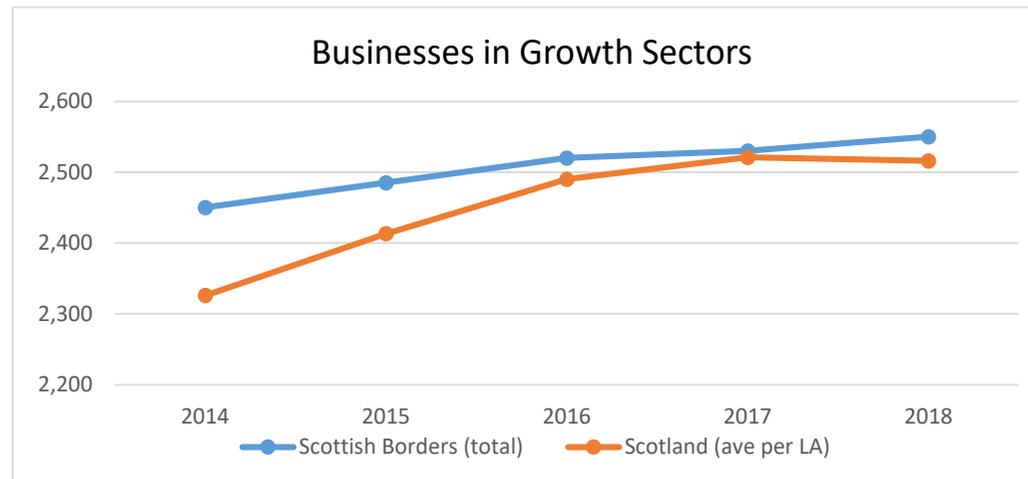
Outcome: More business people benefitting from greater investment and better support for their new and existing businesses, particularly in key growth sectors

Our Understanding

(as at October 2019)

Why do we want to improve this outcome?

- There is an opportunity to build on the success of existing businesses in key growth sectors:
 - Food & Drink
 - Financial and Business Services
 - Life Sciences
 - Energy (including Renewables)
 - Sustainable Tourism (Tourism-related industries)
 - Creative Industries (including Digital)
- Number of businesses in key growth sectors. In 2018, the number of Scottish Borders businesses in Growth Sectors increased from 2,530 to 2,550, which was a reversal of the national trend where the average number of these businesses per local authority fell slightly.



Our Measures and Targets

Number of businesses in key growth sectors

Increase from 2,550 in the short term to 2,650 in the medium term and to 2,750 in the long term.

Key Actions - last 18 months:

- Worked with Growth businesses (Business Gateway).
- Work by Scottish Enterprise with Account Managed businesses.
- Edinburgh City Region Deal work, particularly on the Central Borders Innovation Park to create better business premises, including for those in Growth Sectors.
- Creation of the Centre of Excellence in Textiles and Community Tourism Development through the South of Scotland Economic Partnership.

Next 12 months:

- Borderlands Inclusive Growth Deal – business cases for the Mountain Bike Innovation Centre, the Tweed Route, and Business Infrastructure.
- Participation in activities being developed by the Data Driven Innovation programme of the Edinburgh City Region Deal.
- The creation of the South of Scotland Enterprise Agency in April 2020.

Key Plans, Strategies and Initiatives:

- Scottish Borders Economic Strategy 2013-23 (Scottish Borders Council)
- South of Scotland Economic Partnership/South of Scotland Enterprise Agency
- Edinburgh and South East Scotland City Region Deal
- Borderlands Inclusive Growth Deal
- Borders Railway Blueprint

CPP Theme Leads:

Angela Cox and Rob Dickson

Summary:

There will be additional resources focused on Growth in the coming year with a drive to increase the number of innovation active businesses in the Scottish Borders. There is likely to be a different approach to Growth Sectors from the new South of Scotland Enterprise Agency.

Our Economy, Skills & Learning

Outcome: More people shopping, visiting and spending in local town centres

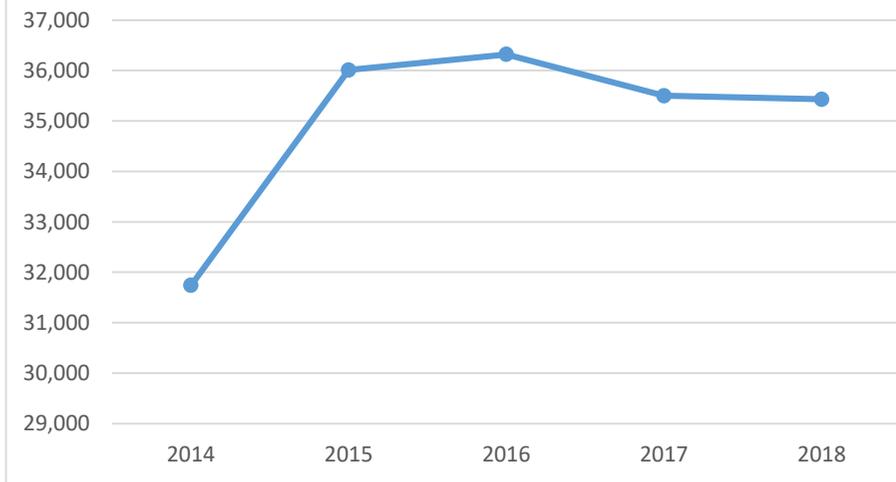
Our Understanding:

(as at October 2019)

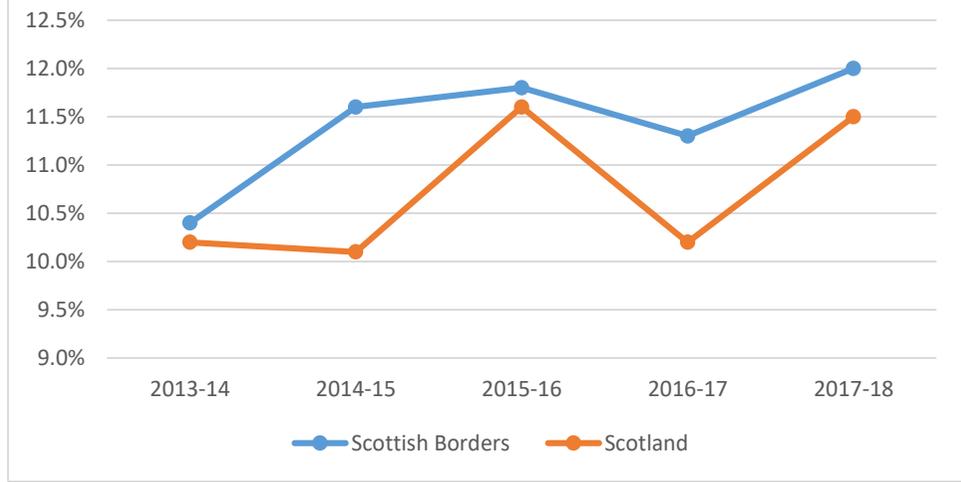
Why do we want to improve this outcome?

- Town centres are at the heart of our communities and help make the Scottish Borders, and each of our towns, distinctive and special.
- It is clear that the future nature, make-up and role of our town centres is changing so we must continue to support change and adaptation in town centres.
- The Scottish Borders Town Centre Index tells us that some towns (i.e. Hawick, Eyemouth and Jedburgh) are in greater need of regeneration than others.
- Average weekly footfall in Scottish Borders' towns declined slightly in 2018 to 35,430 from 35,500 the previous year.
- Retail vacancy rates remain above the Scottish average and tend to be greater in those towns that require regeneration.

Footfall in the Scottish Borders



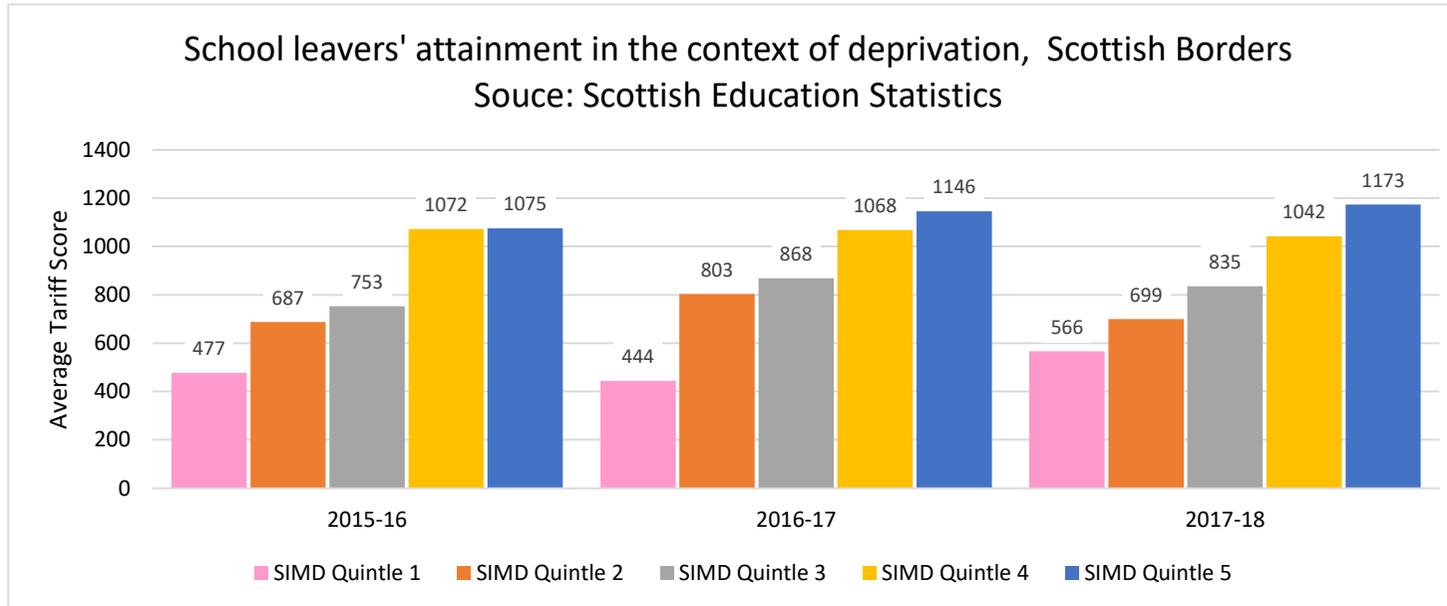
Retail Vacancy Rates



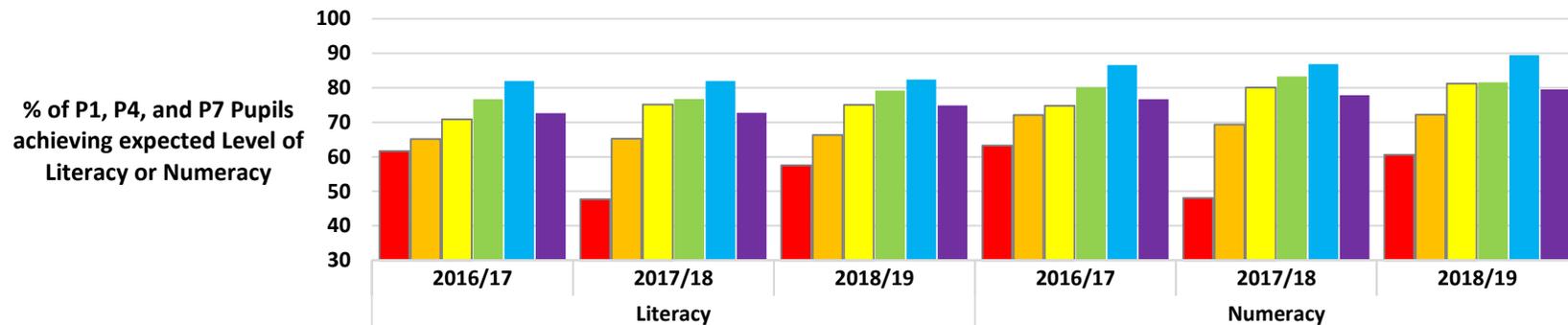
Our Measures and Targets

Footfall	To increase footfall from 35,430 in the short term to 39,120 in the medium term and to 42,810 in the long term.	Retail Vacancy Rates	To decrease the retail vacancy rates from 12% in the short term to 10% in the medium term and to 8% in the long term.
Key Actions - last 18 months: <ul style="list-style-type: none"> ▪ Conservation Area Regeneration Schemes (CARS): Selkirk (completed); Jedburgh (launched and delivered); Hawick (secured funding). ▪ Scottish Government funding secured to redevelop the derelict Armstrong’s Building, Hawick. ▪ Jedburgh Intergenerational Campus. ▪ Building a Better Galashiels project funded by the South of Scotland Economic Partnership. ▪ Great Tapestry of Scotland building construction commenced. ▪ Scottish Government funding for Shop Front Improvement schemes. ▪ Supported Selkirk Business Improvement District (BID). 		Next 12 months: <ul style="list-style-type: none"> ▪ Delivering Hawick CARS scheme. ▪ Delivering Armstrong’s Building, Hawick. ▪ Work on the Hawick Flood Protection Scheme. ▪ Assisting Eyemouth Harbour Trust initiatives. ▪ Delivering Great Tapestry of Scotland. ▪ Business case for the Place Programme within the Borderlands Inclusive Growth Deal will be developed by June 2020. 	
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013-23 (Scottish Borders Council) • Borderlands Inclusive Growth Deal • South of Scotland Enterprise Agency • Town Centre Regeneration Action Plan 2018-19 (Scottish Borders Council) 		
CPP Lead(s):	Angela Cox and Rob Dickson		
Summary:	The Council’s Town Centre Index approach to prioritising investment in town centres has helped focus additional resources on those towns most in need of regeneration. This has made a significant positive impact on towns like Kelso, Galashiels and Selkirk, but more resources and time are required to deliver similar impacts in Hawick, Jedburgh and Eyemouth.		

Outcome: More children, particularly those living in poverty, achieving higher levels of attainment

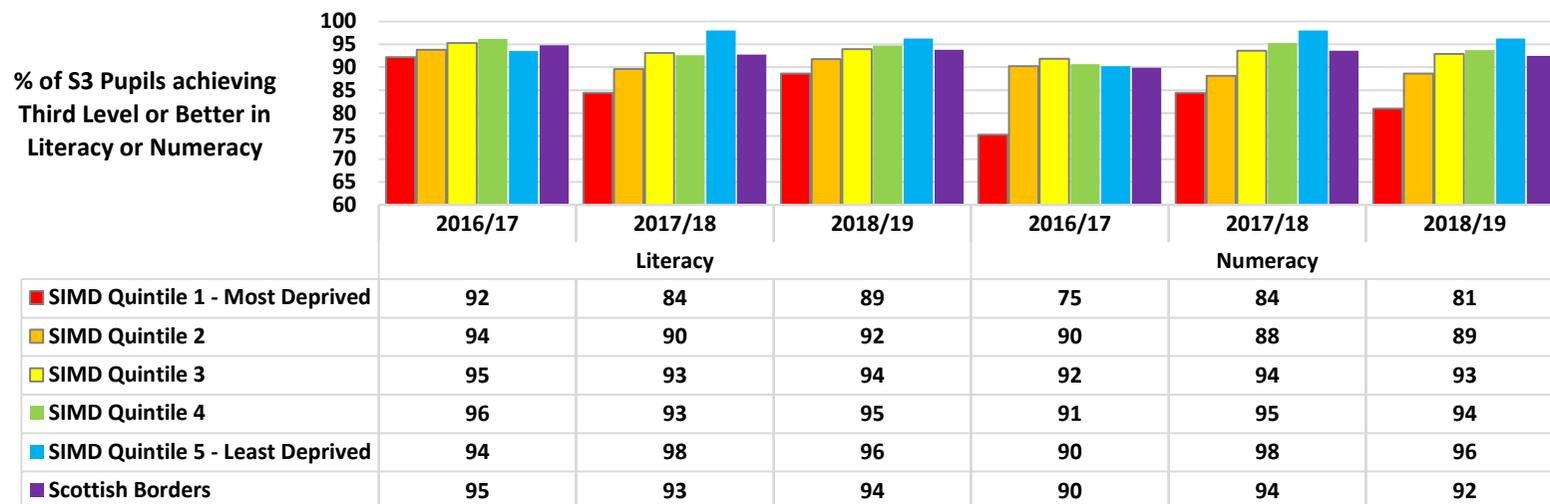


Scottish Borders Percentage of P1, P4 and P7 pupils combined achieving expected Level by deprivation



	Literacy			Numeracy		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
■ SIMD Quintile 1 - Most Deprived	62	48	58	63	48	61
■ SIMD Quintile 2	65	65	66	72	69	72
■ SIMD Quintile 3	71	75	75	75	80	81
■ SIMD Quintile 4	77	77	79	80	83	82
■ SIMD Quintile 5 - Least Deprived	82	82	82	87	87	89
■ Scottish Borders	73	73	75	77	78	80

Scottish Borders Percentage of S3 pupils achieving Third Level or better by deprivation



Our Measures and Targets

To reduce the poverty related attainment gap

Year 1 – narrow the poverty related attainment gap in all areas of the BGE by 2 %
 Year 2 - narrow the poverty related attainment gap in all areas of the BGE by a further 2 %
 Year 3 - narrow the poverty related attainment gap in all areas of the BGE by a further 2 %

To improve the percentage of young people in the BGE achieving national benchmarks and the number of pupils in the senior phase achieving 5 qualifications in S4

The stretch aim in the BGE is that 85% of all pupil in each quintile achieve National benchmarks. In the Senior phase all pupils in S4 are to gain at least 5 qualifications.

Key Actions - last 18 months:

- Attainment Officer (AO) continued supporting schools with their plans for the use of Pupil Equity Fund (PEF). This has included supporting an analysis of needs, identification of appropriate interventions and designing plans to measure the impact of each intervention. The AO meets with Headteachers, clusters and school teams to provide support and plan next steps.
- Every Headteacher in Scottish Borders Council has undertaken an analysis of the poverty profile in their school using available data. This includes the Scottish Index of Multiple Deprivation (SIMD), Free School Meal claims, Clothing Grant claims, pupils who are care experienced or previously care experienced and their own knowledge of the challenges their children and families face.
- The poverty related attainment gap in Scottish Borders Council has been **narrowed** in the last year in the following areas:
 - P4 Listening and Talking, gap reduced by 6% points
 - P4 Reading, gap reduced by 3% points
 - P4 Writing, gap reduced by 4% points
 - P7 Listening and Talking, gap reduced by 15% points
 - P7 Reading, gap reduced by 8% points
 - P7 Reading, gap reduced by 15% points
 - P7 Numeracy, gap reduced by 10% points

Next 12 months:

- Targeted work with schools in areas of high deprivation.
- Focused Career long professional learning for staff on Literacy, Numeracy and Health and Wellbeing in areas of high deprivation.
- Combined external (Education Scotland) and internal (Attainment Officer) support and challenge to all schools across Scottish Borders Council looking at impact of targeted interventions and poverty proofing the cost of the school day.
- Senior phase tracking and monitoring of pupils across all quintiles to ensure they are on target to achieve a minimum of five qualifications in S4.
- Continue to support all SBC school with their PEF interventions to raise attainment in lower quintiles.
- Provide support and challenge to all SBC schools regarding attainment of care experienced pupils with a focus on care experienced at home.

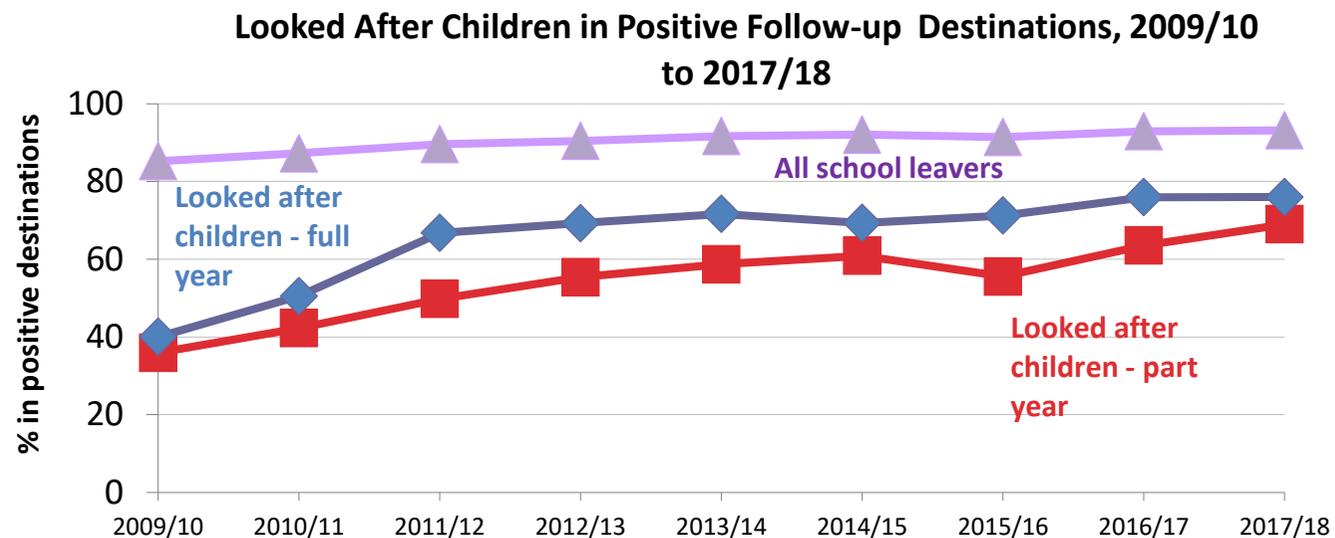
Our Economy, Skills & Learning

Outcome: More LAC (looked after and accommodated) children and young people in positive and sustained destinations

Our Understanding:

Why do we want to improve this outcome?

- Fewer of our looked after school leavers have recently been going into positive destinations, and now sit below the Scotland average.
- Workplace-based earnings (median weekly full-time wage) in the Scottish Borders remained at about 85% of the Scottish average in 2017.
- Productivity levels (GVA per hour worked) in the Scottish Borders fell slightly to 73.4% of the Scottish average in 2017.
- A positive destination can be one of the following:
 - Higher or Further Education
 - Employment or Training
 - Voluntary work
 - Activity agreements (a plan of learning and activity)
 - Preventing homelessness and sustaining tenancies



Looked After Leavers (looked after for the full year) – Positive Destinations

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Higher Education	*	2	5	4	5	4	3	6	4
Further Education	22	21	30	31	36	26	32	29	38
Training	10	12	13	9	11	12	9	10	10
Employment	7	10	10	14	13	19	19	21	18
Voluntary Work	*	0	*	1	*	*	0	1	1
Activity Agreement	0	6	*	10	*	*	8	8	5
Unemployed Seeking	42	33	23	23	23	23	19	14	14
Unemployed Not Seeking	7	6	9	*	5	7	7	8	7
Unknown	12	10	1	*	*	*	3	2	3
% in a positive destination	40	51	67	69	72	69	71	76	76

Looked After Leavers (looked after for part of the year) – Positive Destinations

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Higher Education	1	2	1	1	3	3	3	3	4
Further Education	16	14	18	18	23	20	19	24	26
Training	9	9	13	10	9	12	5	4	7
Employment	9	11	11	15	16	16	20	20	22
Voluntary Work	*	1	*	*	*	*	0	*	1
Activity Agreement	*	5	*	*	*	*	9	11	9
Unemployed Seeking	48	43	38	33	30	26	27	21	17
Unemployed Not Seeking	8	7	11	9	10	11	13	11	12
Unknown	*	7	2	3	2	2	5	4	3
% in a positive destination	36	42	50	55	59	61	56	64	69

All School Leavers – Positive Destinations

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Higher Education	34	34	36	37	38	37	37	38	39
Further Education	24	25	25	24	24	23	22	23	23
Training	3	3	4	3	2	3	2	2	2
Employment	23	24	24	25	25	28	29	28	28
Voluntary Work	0	1	0	0	0	0	0	1	1
Activity Agreement	0	1	1	1	1	1	1	1	1
Unemployed Seeking	12	10	8	8	7	6	6	4	4
Unemployed Not Seeking	2	2	2	2	1	2	2	2	2
Unknown	1	1	1	0	0	1	1	1	1
% in a positive destination	85	87	90	90	92	92	91	93	93

Looked after leavers - looked after for the full year 2017/18				
	Initial survey		Follow-up survey	
	Number	% in a positive destination	Number	% in a positive destination
In the community (children with one placement)				
At home with parents	91	67	90	59
With friends or relatives	103	86	103	82
With foster carers provided by LA	104	96	104	89
With foster carers purchased by LA	51	92	51	92
In other community	*	*	*	*
Residential Accommodation (children with one placement)				
In local authority home	32	69	32	63
In voluntary home	*	*	*	*
In other residential	21	76	20	55
More than one placement	98	78	97	71
Scotland	517	83	514	76
Looked after leavers - looked after for part of the year 2017/18				
	Initial survey		Follow-up survey	
	Number	% in a positive destination	Number	% in a positive destination
In the community (children with one placement)				
At home with parents	210	70	208	64
With friends or relatives	85	84	85	74
With foster carers provided by LA	61	84	61	89
With foster carers purchased by LA	32	81	32	69
In other community	0	-	0	-
Residential Accommodation (children with one placement)				
In local authority home	32	59	31	65
In voluntary home	7	86	7	43
In other residential	12	75	12	67
More than one placement	41	59	41	59
Scotland	482	74	479	69

Our Measures and Targets			
% of Schools Leavers in a Positive Destination	75% in the short term 80% in the medium term 85% in the long term	More LAC and Care Experienced young people in positive, sustained destinations	To increase the %
Key Actions - last 18 months:		Next 12 months:	
<ul style="list-style-type: none"> ▪ Develop an accurate baseline for the number of Looked After and Care Experienced young people aged 18-26 years old who are in positive, sustained destinations. ▪ Embed the joint agency protocol ensuring best practice for Looked After young people applying to Borders College and develop a joint agency protocol between Scottish Borders Council and Skills Development Scotland. ▪ Increase number of previously Looked After Children sustaining Modern Apprenticeships and securing permanent employment – minimum of 4 care experienced young people to begin and sustain a Modern Apprenticeship. ▪ Completion of Edinburgh and South East Scotland City Region Deal with support for the Central Borders Innovation Park with emphasis on building office and industrial space to attract higher value sectors. ▪ Work on establishing the South of Scotland Economic Partnership and the new South of Scotland Enterprise Agency. ▪ Start of delivery of Phase 1 of Central Borders Innovation Park. ▪ South of Scotland Regional Skills Investment Plan. 		<ul style="list-style-type: none"> ▪ Borderlands Inclusive Growth Deal – business cases including Mountain Bike Innovation Centre and Business Infrastructure with view to approval by summer 2020. ▪ Establishment of the South of Scotland Enterprise Agency in April 2020. ▪ Completion of Phase 1 of Central Borders Innovation Park by the end of 2020. ▪ South of Scotland Regional Skills Investment Plan. 	
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013-23 (Scottish Borders Council) • South of Scotland Economic Partnership/South of Scotland Enterprise Agency • Edinburgh and South East Scotland City Region Deal • Borderlands Inclusive Growth Deal • Borders Railway Blueprint • South of Scotland Regional Skills Investment Plan 		

CPP Theme Leads:	Angela Cox and Rob Dickson
Summary:	The establishment of the new South of Scotland Enterprise Agency and the successful progression of the Borderlands Inclusive Growth Deal represent a once in a generation opportunity to support economic development in the Scottish Borders and to drive economic growth with the additional resources that will become available.

Our Health, Care & Wellbeing

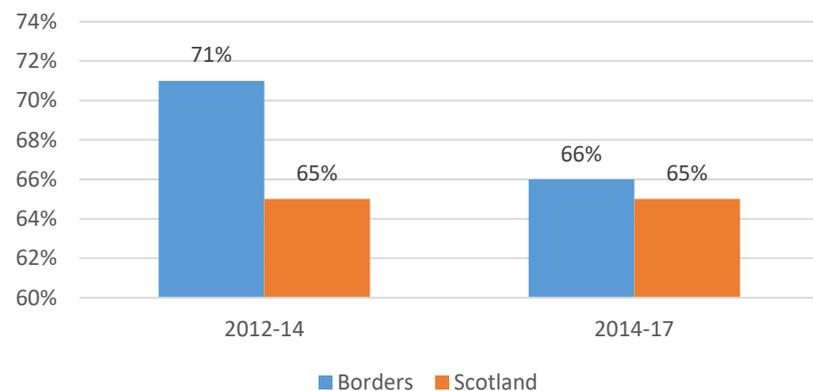
Our Health, Care & Wellbeing

Outcome: More people in good health and leading an active lifestyle at every age and stage of life

Our Understanding: *Why do we want to improve this outcome?*

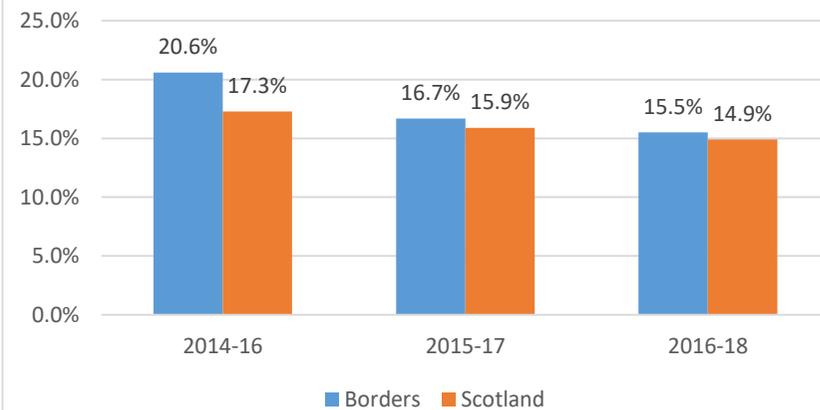
- 66% of adults in the Borders are overweight compared to 65% for Scotland. This has improved from the 2012-14 result, but requires further improvement.
- Close to 6,900 people in the Borders have diabetes. Almost 9 out of 10 of these are people registered with Type 2 diabetes.
- The prevalence of Type 2 diabetes increases with age, and 15% of over 65s in the Borders had the condition in 2016. Due to our changing demographics, the numbers of those with Type 2 diabetes and other long term conditions associated with obesity and inactivity are expected to increase.
- Smoking in pregnancy is higher in Borders at 15.5% compared to 14.9% for Scotland. This has improved from the 2014-16 result, but requires further improvement.

% of Adults Overweight



Source: Scottish Health Survey

Smoking during Pregnancy (at booking)



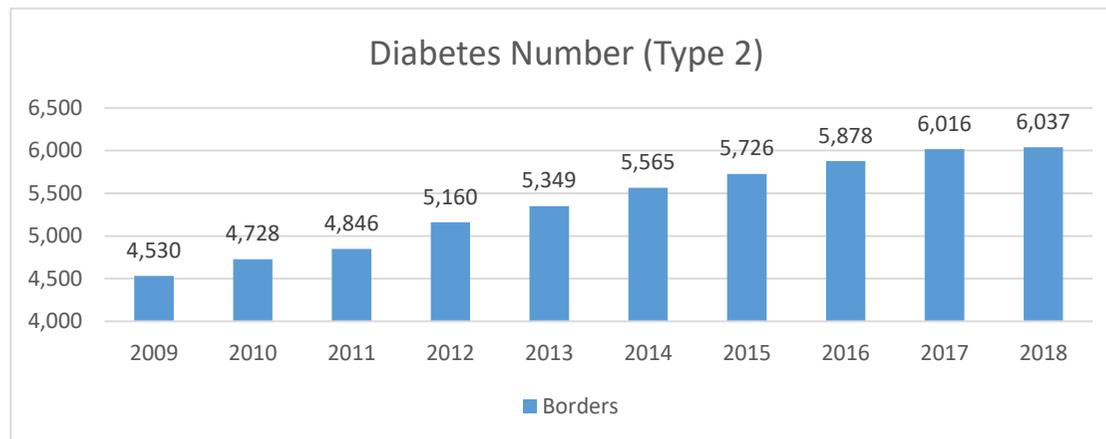
Note: SMR02 via ISD. 2018 data provisional

Our Measures and Targets

% of adults overweight	Reduce prevalence below the Scottish average of (65%)	Smoking in pregnancy (at booking)	Reduce below the Scottish average (14.9%)
Key Actions - last 18 months: <ul style="list-style-type: none"> Establish a Diabetes Prevention Steering Group, terms of reference, key performance indicators and a corresponding action plan. Review smoking in pregnancy pathways. Delivery of alcohol and drug services in line with national guidelines. 		Next 12 months: <ul style="list-style-type: none"> Implement Health in All Policies approach in SBC and NHS Borders. Agree measures for child poverty action plan (and subsequently develop future measures). Increase proportion of YP participating in Active Schools (from deprived communities). Implement Type 2 Diabetes Prevention Plan. Continue to deliver on actions in Borders Tobacco Action Plan including 10% reduction in smoking by 2024. Implement Type 2 Diabetes Prevention plan to result in a reduction in adult obesity and a reduction in growth of new cases of type 2 diabetes in line with national targets. 	

Additional Performance Indicators

Diabetes Numbers (Type 2)



Source: Scottish Diabetes Survey 2018

Key Plans, Strategies and Initiatives (and Lead):	<ul style="list-style-type: none"> • Health & Social Care Partnership Strategic Plan 2016-19 (Scottish Borders Integration Joint Board) • Tobacco Control Plan (Public Health) • Alcohol & Drugs Partnership Strategy 2015-20 (Borders Alcohol & Drugs Partnership) • Physical Activity Strategy (in development)
CPP Theme Leads:	Rob McCulloch-Graham and Tim Patterson

Our Health, Care & Wellbeing

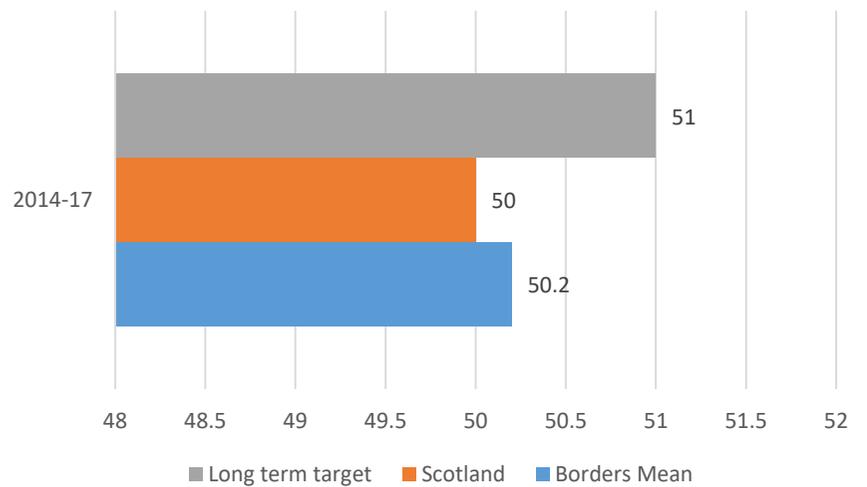
Outcome: More people in good mental health at every age and stage of life

Our Understanding:
(as at November 2017)

Why do we want to improve this outcome?

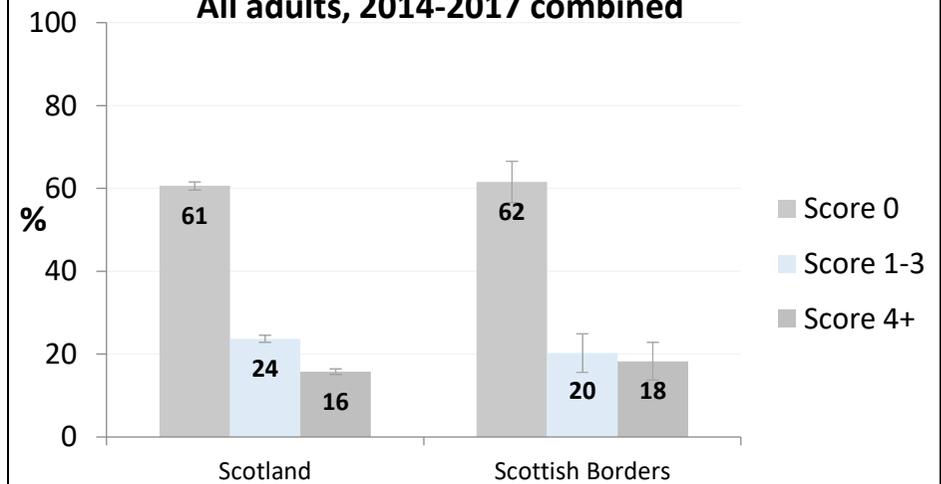
- In 2014/15, 17.5% of the Borders population were prescribed medication for anxiety/depression/psychosis; the Scottish average at the time was 17.3%. The suicide rate for the Borders was 15 per 100,000 population compared to 14.2 per 100,000 for Scotland.
- Poor mental health can affect people at all stages of life, from childhood onwards, and means people are likely to have poor outcomes in other areas of their lives including physical health, employment and participation.

Warwick-Edinburgh Mental Wellbeing Scale



Source: Scottish Health Survey

GHQ-12 scores
All adults, 2014-2017 combined



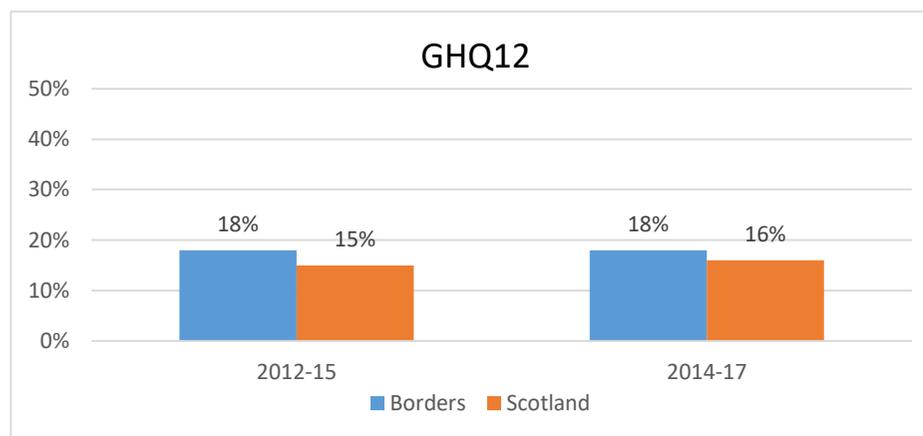
Scottish Health Survey 2014-17 Combined data
(GHQ-12 is a General Health Questionnaire (GHQ-12) commonly used measuring mental disorders.)

Our Measures and Targets

Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS)	Increase WEMWBS mean score to over 51.0 for both men and women (in the long term)	Access to information and advice on mental health	2,500 residents to receive information about the Six Ways To Be Well http://www.nhs.uk/scot.nhs.uk/media/482985/wellbeing-guide-six-ways-to-be-well.pdf
Key Actions - last 18 months: <ul style="list-style-type: none"> Work in partnership to provide information to help people keep themselves mentally healthy. In partnership, promote mental wellbeing across different statutory, third sector and community settings across the Borders. Provide clarity about the structure and pathways to support for people who are at risk of mental ill-health, and who want to maximise their own mental wellbeing. 		Next 12 months: <ul style="list-style-type: none"> Work in partnership to connect people to sources of information to help people keep themselves mentally healthy (Theme 1 in Mental Health Improvement & Suicide Prevention, known as MHI&SP, Action Plan). Promote and deliver targeted interventions and training to improve mental wellbeing across different statutory, third sector and community settings across the Borders (Themes 2 and 3 in MHI&SP Action Plan). 	

Additional Performance Indicators

General Health Questionnaire 12



Source: Scottish Health Survey 2014-17 Combined data

Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Mental Health Strategy (Mental Health Board) • Scottish Borders Health & Social Care Partnership Strategic Plan 2018-21 (Scottish Borders Integration Joint Board)
CPP Theme Leads:	Rob McCulloch-Graham and Tim Patterson

Our Health, Care & Wellbeing

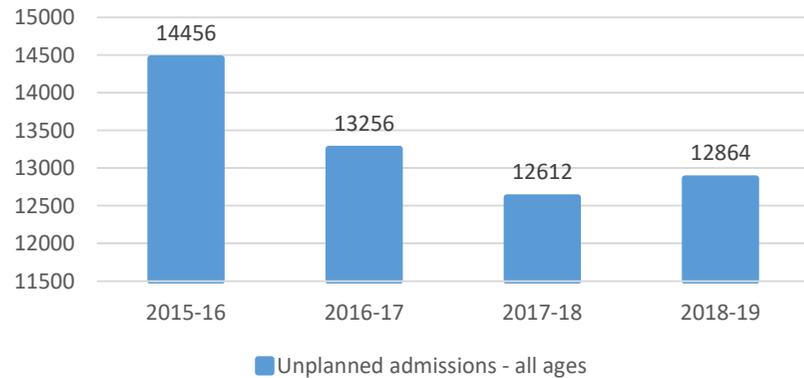
Outcome: Improved support and care for older people

Our Understanding:
(as at November 2017)

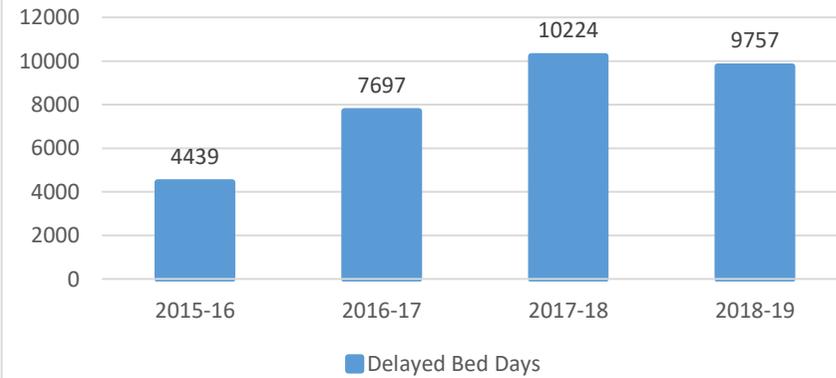
Why do we want to improve this outcome?

- Between 2016 and 2041 the Borders over 75 population is predicted to increase by over 75% and our over 85 population to more than double.
- With a growing, ageing population there is also the likelihood of increased complexity of need. For example, the proportion of older people with two or more health conditions increases with age and requires additional care, support and treatment.
- Borders residents ranked 'providing high quality care for older people' as second in their list of neighbourhood priorities.

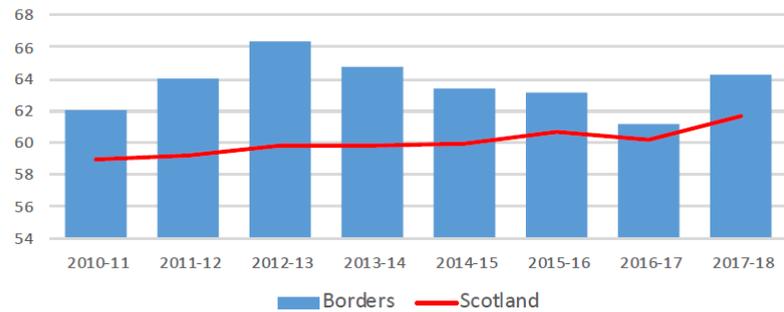
Unplanned Admissions to Hospital



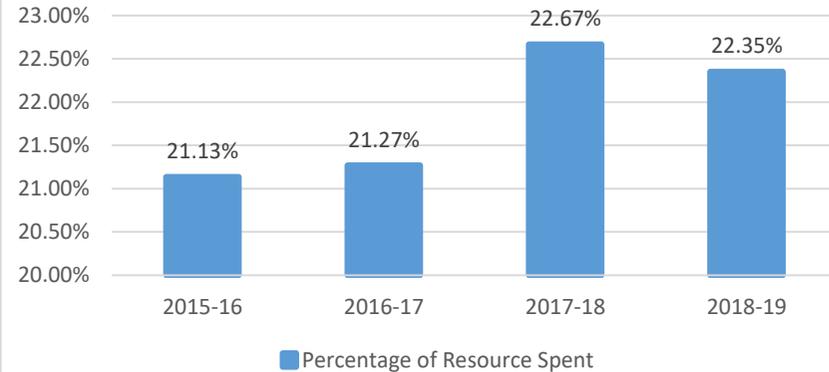
Delayed Discharge from Hospital (bed days)



% OF PEOPLE AGED 65 OR OVER WITH LONG TERM CARE NEEDS RECEIVING PERSONAL CARE AT HOME



Resource Spent on Emergency Stays



Our Measures and Targets

Unplanned admissions to hospital	By end 2018/19: 11.3% decrease in overall total (from 14,435 in 2015/16) *	Delayed Discharge from hospital (bed days)	By end 2018/19: 25.9% reduction in overall total (from 13,995 in 2017/18) *
Balance of Spend (hospital v Community)	Increase % of total Health and Social Care spend on community based care (51.4% in 2015/16)		

<p>Key Actions - last 18 months:</p> <ul style="list-style-type: none"> ▪ Further develop the joint approach to early intervention and prevention services so there is a range of services working together that support older people to remain at home and help avoid hospital admissions. ▪ Further develop the “Hospital to Home” model of care to support those aged 65+ to regain independence following discharge from hospital or a period of ill health. ▪ Build on successful Transitional Care Facilities work (Waverley in Galashiels & Garden View in Melrose) and work to increase alternatives to hospital care within the community. 		<p>Next 12 months:</p> <ul style="list-style-type: none"> ▪ Remodel acute mental health provision and enable the community response to meet higher needs. ▪ Introduce multi-disciplinary teams within each locality. ▪ Improve the ability of Primary Care to avoid acute admissions. ▪ Improve the ability of the population to achieve independence through the use of care technology. ▪ Support better access to, and involvement of the third sector and volunteers within the community to support people with health and care needs. ▪ Remodel the acute and residential care bed provision. 	
<p>Key Plans, Strategies and Initiatives:</p>		<ul style="list-style-type: none"> • Health and Social Care Strategic Plan (2018 – 2021) • Inspection of Older People’s Services 2017: Action Plan • IJB Strategic Plan 2019-2024 • IJB Strategic Implementation Plan 2019 - 2024 	
<p>CPP Theme Leads:</p>		<p>Rob McCulloch- Graham and Tim Patterson</p>	

Our Quality of Life

Our Quality of Life

Highlights

Community Action Team

A new community action policing team was launched in the Borders, aiming to tackle local issues across the area. With an investment from Scottish Borders Council, the team has been operational since 1st April 2018 and provides a dedicated community resource. The team focus on important local issues and community concerns which affect quality of life in the Borders, and which are reflected in the local Community Plan and policing priorities. Examples include anti-social behaviour, drugs, illegal parking and theft.

The Community Action Team are additional officers, above established police numbers, whose focus ('tasking') comes primarily from within Scottish Borders Council.

Since the original launch in 2018, a second team has been added, aiming to build on the success of the first year.

Members of the public are encouraged to continue to engage with the teams, through their local Councillors and/or community police officers, if they have any concerns in their area.

Safer Communities Team Developments

The existing funding for the Scottish Borders Council (SBC) based domestic abuse services ends in June 2020 and a continuation of this income source unlikely. Following some detailed analysis that considered capacity and demand against broader SBC budget considerations a decision was made to fund a number of Advocate roles and a supervisor through a reoccurring budget not reliant on a third party as our corporate commitment.

The current funding profile has created a number of specific roles, looking ahead these will be more generic in nature covering the full spectrum of Advocate duties, risk assessment, housing, court, outreach, etc. as part of the wider Public Protection Services model that is being introduced, this should give improved resilience and consistency.

Stepping back from external funding enables other providers of domestic abuse services in the Borders to apply for these funding streams without a council service being in competition for the same income grants.

Work is underway to realign resources and refine working practices that complement Public Protection Services arrangements.

Antisocial Behaviour Unit staff have updated their policies and procedures so that the partnership work within a consistent framework given the inter relationships within and between participants. These align to a refreshed strategy required in legislation. Our Noise Monitoring Equipment has been replaced with more up to date versions through joint funding with the Registered Social landlords.

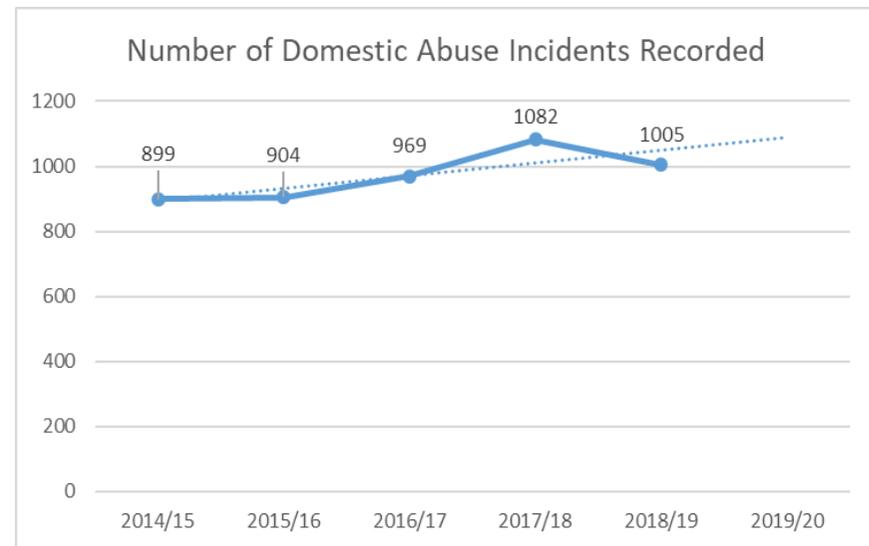
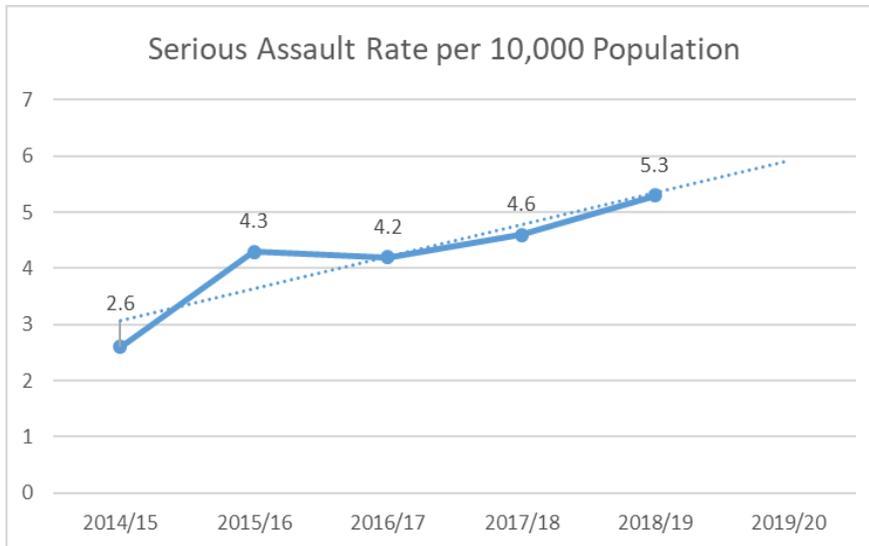
Our Quality of Life

Outcome: Fewer people experiencing violence (incl. domestic abuse)

Our Understanding:

Why do we want to improve this outcome?

- Violence threatens the lives and physical and mental health of our communities, it impacts on social functioning and can slow economic and social development.
- There has been a 2.9% increase in violent crime when comparing this year to date with last year to date. This is an actual increase of 2 crimes.*
- In April 2019 Domestic Abuse Scotland Act (DASA) was introduced. This year to date DASA crimes account for 18% of the Violent Crimes recorded in the Scottish Borders. This equates to 13 crimes.*
- This year there has been a 15.7% increase in the number of Domestic Abuse Incidents reported to the police. This is an actual increase of 117 incidents.*
- There has been an 11.8% decrease in serious assaults in the Scottish Borders when comparing TYTD to LYTD.*



Our Measures and Targets

Serious assault (Group 1) crime rate recorded	Reduce the number of assaults by working collaboratively with partners to reduce incidents within our communities.	Number of domestic abuse incidents recorded	Through efforts to raise awareness and encourage reporting of domestic abuse it is anticipated that in the short and medium term the number of reported incidents will increase as the confidence in victims to report domestic abuse grows. Incidents of domestic abuse are currently believed to be underreported. In the long term the aim is to reduce numbers of domestic incidents reported.
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Key Actions - last 18 months:

- Tasking has been focussed to prevent and disrupt violent behaviour during peak periods, especially during night time economy.
- Work with partners has been focussed to reduce repeat offending and victimisation through intelligence led operations.
- Work with Licensed Premises has been implemented through licensed premise inspections and the Best Bar None initiative to improve management practices creating safer environments for our community.
- Work has been carried out in partnership to ensure victims of violence have been offered support.
- Local Initiatives have been implemented to reduce violence in hot spot areas at peak times. Initiatives saw the deployment of drugs dogs, consensual search policies, reassurance patrols and intelligence led stop and searches.
- Operation Parejos was established to provide a dedicated resource to investigate violent crime and target offenders.

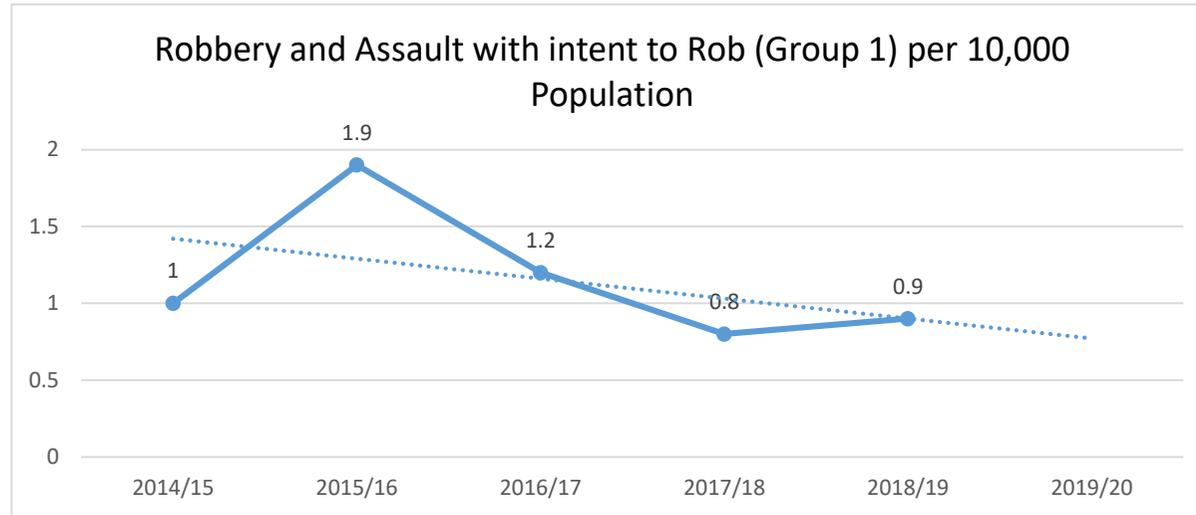
Next 12 months:

- Deployment of effectively tasked resources at peak times, in hot spot areas focussed on reducing violence in our community.
- Work with partners to improve management practices in Licensed Premises through licensed premise inspections and the Best Bar None Initiative.
- Work with partners to conduct intelligence led initiatives to tackle specific pockets of violence and antisocial behaviour in our local communities.
- Work in partnership to ensure victims of violence are offered support.
- Work in partnership to focus intelligence led activity on repeat offenders.
- Scottish Borders Council will be baselining permanent funding towards local domestic abuse services. Crucially, this service will be embedded within the Public Protection Service alongside Child/Adult Protection and Justice. This is a clear recognition of domestic abuse being recognised as a public protection issue.

Additional Performance Indicators

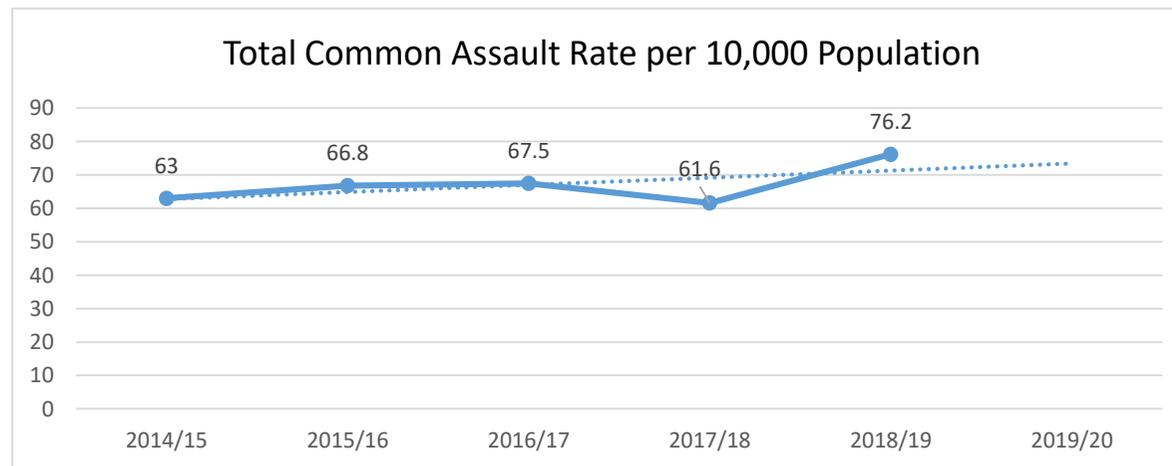
Robbery and assault with intent to rob (Group 1) crimes per 10,000 population.

As of 31st of December 2019 the rising trend continues, with 1.31 reports per 10,000 received. This is an actual increase of 8 crimes when comparing to the same period last year. There are no current pattern to these crimes. Police resources have focussed on identifying the offenders and presenting them to the court, the current detection rate is 80% a rise of 8.6% compared to the same period last year.*



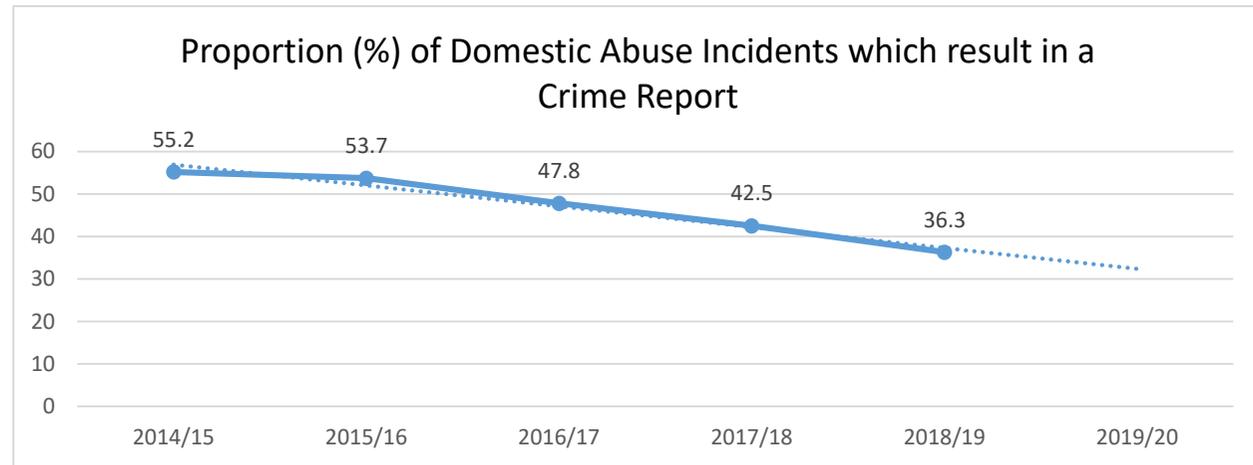
Total Common Assault Rate per 10,000 population.

As of 31st of December 2019 the rising trend continues, with reports of Common Assaults up by 15.1% (98 Crimes) when compared to the same period last year. Targeted anti-violence patrols continue to be carried out in hot spot areas disrupting alcohol fuelled violence. Focus continues on presenting offenders to the court with the current detection rate 71% up 0.4% on the same period last year.*



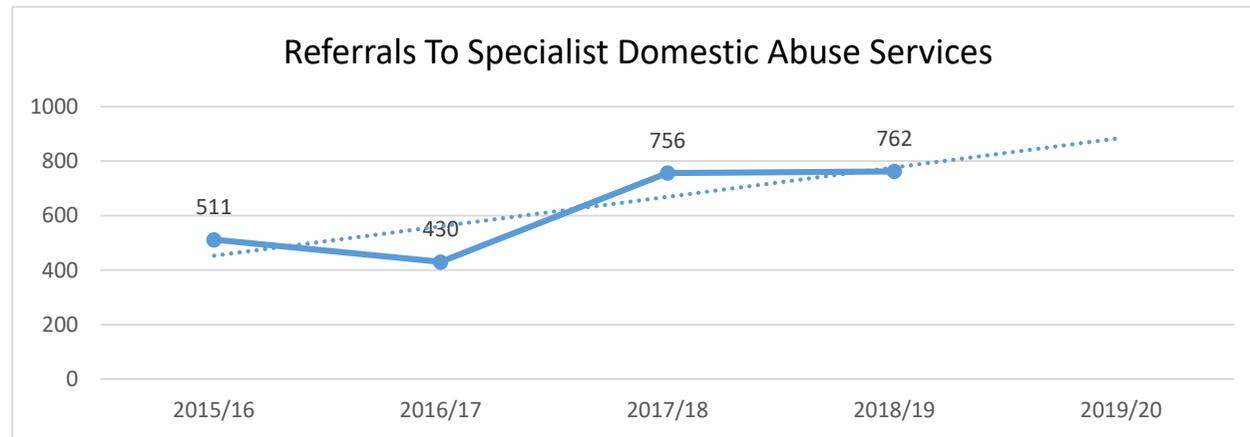
Proportion (%) of domestic abuse incidents which result in a crime report.

As of the 31st of December 2019 we are seeing a rise in the percentage of incidents resulting in a crime report, with 40.9% of incidents resulting in a crime report a rise of 5.4% when compared to the same period last year. Police Scotland continue to prioritise domestic abuse incidents and carry out robust bail checks and work in partnership to support victims and investigating criminal behaviour. *



Number of referrals to specialist Services

Referrals into the services are increasing year on year and this is seen as a positive position as incidents of domestic abuse are believed to be underreported and the increase in referrals suggests that victims are now coming forward to report domestic abuse and agencies are making appropriate referrals into specialist services.



Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders local Police Plan 2017-2020 (Police Scotland) • Scottish Borders Community Justice Outcomes Improvement Plan 2017-2020 (Scottish Borders Community Justice Board) • Scottish Borders Equally Safe Strategy 2016-21 (Violence Against Women Partnership)
CPP Theme Leads:	Stuart Reid & Stuart Easingwood
Summary:	<p>Police Scotland will continue to work to reduce violent crime and the impact it has on our communities. We will work with partners in Scottish Borders Council, Street Pastors, Licensed Premise, and the Alcohol and Drug Partnership to reduce alcohol related violence. We will continue to work with Domestic Abuse Services to support victims and target the offending behaviour of perpetrators.</p> <p><i>*Note: Figures presented refer to April – December 2019 and are compared with the same time period in 2018. The graphs presented in the Outcome rely on figures that are not yet available (2019 and 2019/20) and so there may appear to be a discrepancy between some of the narrative and the illustrations.</i></p>

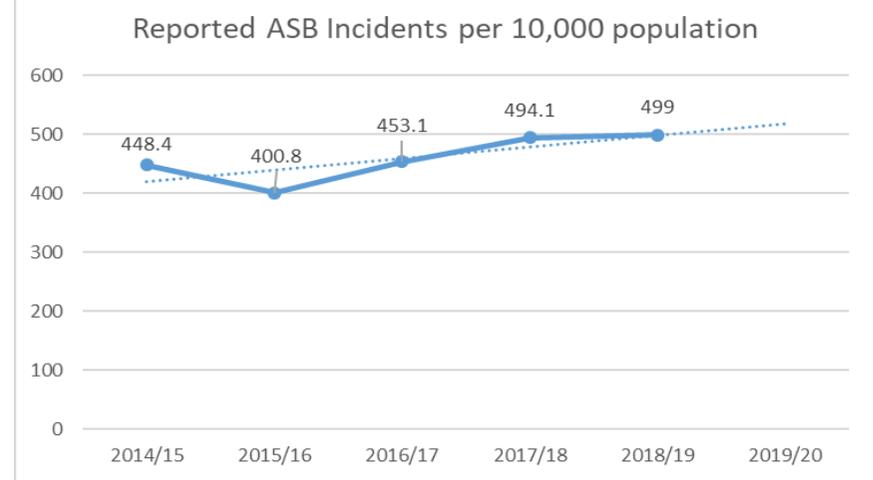
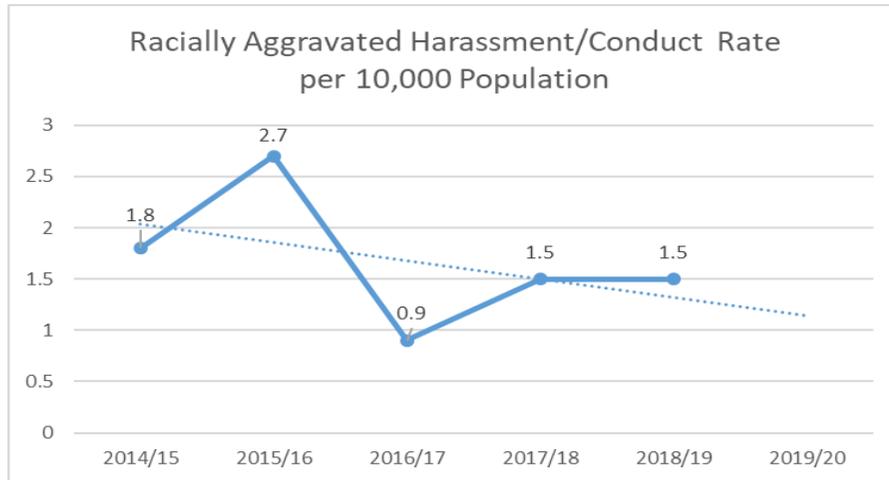
Our Quality of Life

Outcome: Fewer people experiencing anti-social behaviour (ASB)

Our Understanding:

Why do we want to improve this outcome?

- Antisocial behaviour is conduct that can cause harassment, alarm or distress. It can have a negative impact on mental health, sleep, work and relationships.
- Reducing anti-social behaviour was ranked 1st in terms of local priorities for Scotland and for the Lothians and Scottish Borders Division in Police Scotland’s 2017/18 “Your View Counts” survey.
- Racially aggravated harassment/conduct in the Scottish Borders has risen from 1 per 10,000 to 1.2 per 10,000 of the population when comparing TYTD to LYTD.*
- The number of ASB incidents has decreased by 6.4% when comparing this TYTD to LYTD.*
- Online ASB has decreased slightly in the Scottish Borders from 64.9 incidents (per 10,000 of the population) in 2018/19 to 63.9 incidents (per 10,000 of the population) in 2019/20.*



Additional Performance Indicators

Number of persons being monitored on the ASBU Monitoring List

The number of persons being monitored has been decreasing since 2016/17 and is a good indication that early intervention is working.

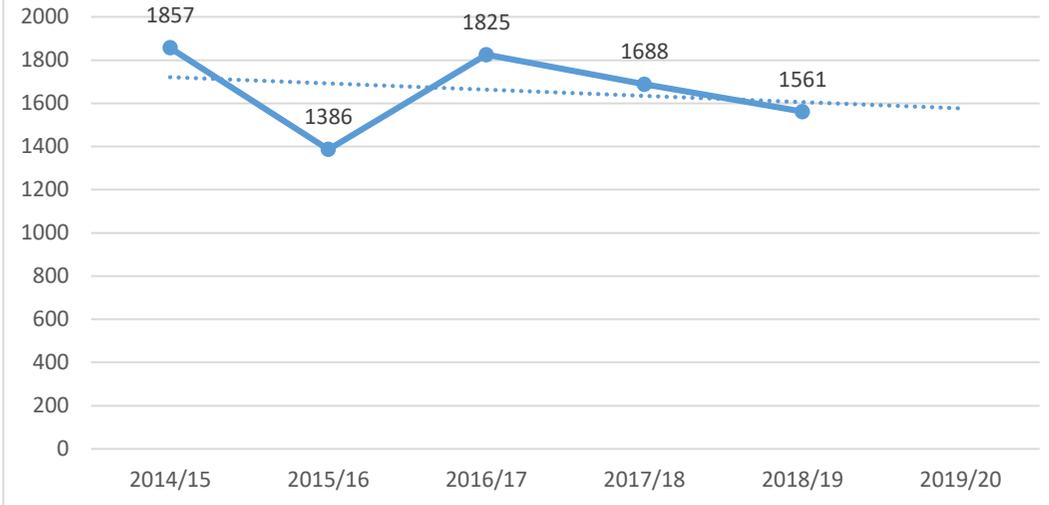
We are currently looking at amendments to the current antisocial behaviour recording system to enable us to better analyse and understand the effectiveness of intervention methods and so improve the approach being taken and as a result improve the outcomes for complainers.

We are continuously looking at what other agencies do or what diversions can be implemented.

A formal process exists between partner agencies to take a consistent approach to addressing antisocial behaviour.

Going forward it is planned that meetings will be held each month whereby partners implement interventions in relation to those individuals who are involved in ASB.

Number of Persons Being Monitored for Antisocial Behaviour

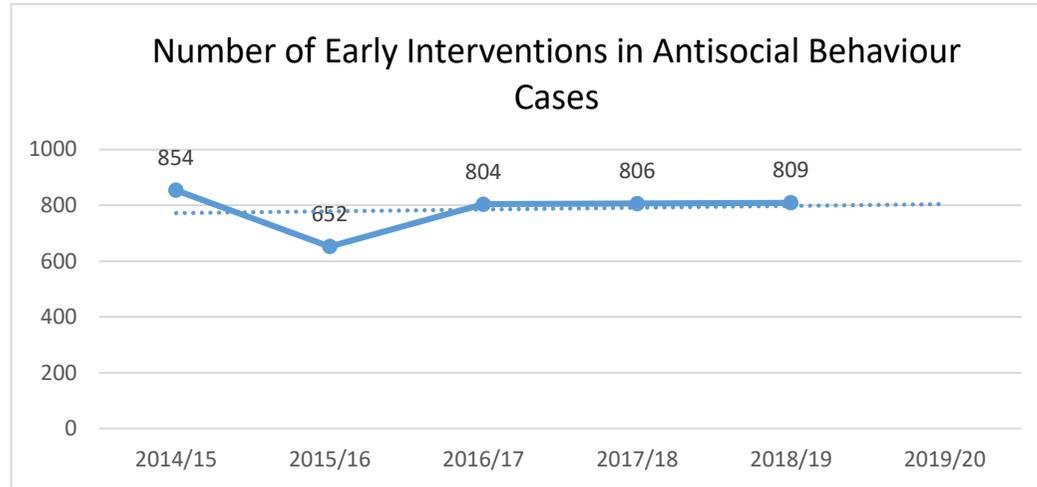


Number of early interventions made by ASB partners

Early Interventions have remained constant since 2016 and helps to prevent cases escalating and requiring more stringent monitoring measures to be put in place.

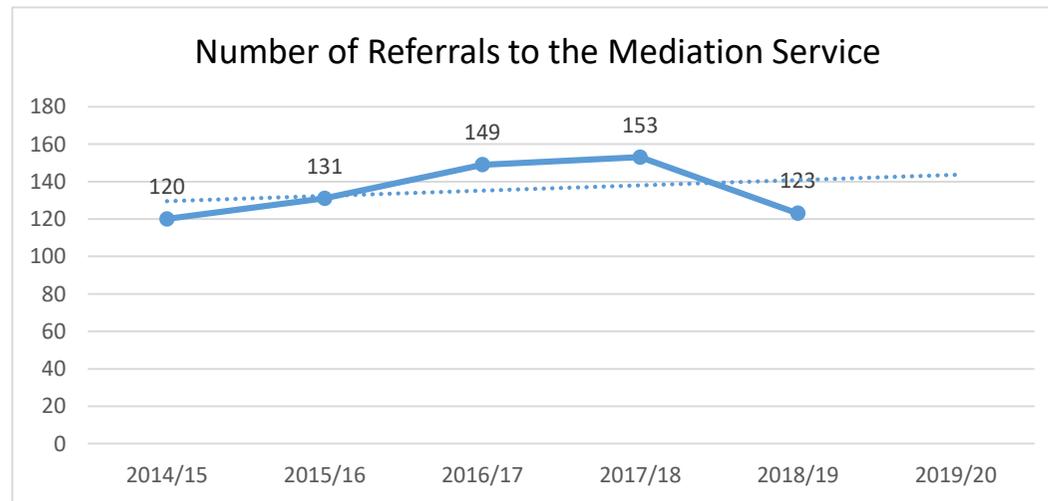
We continue to work as a partnership to share information and respond in a coordinated way.

We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.



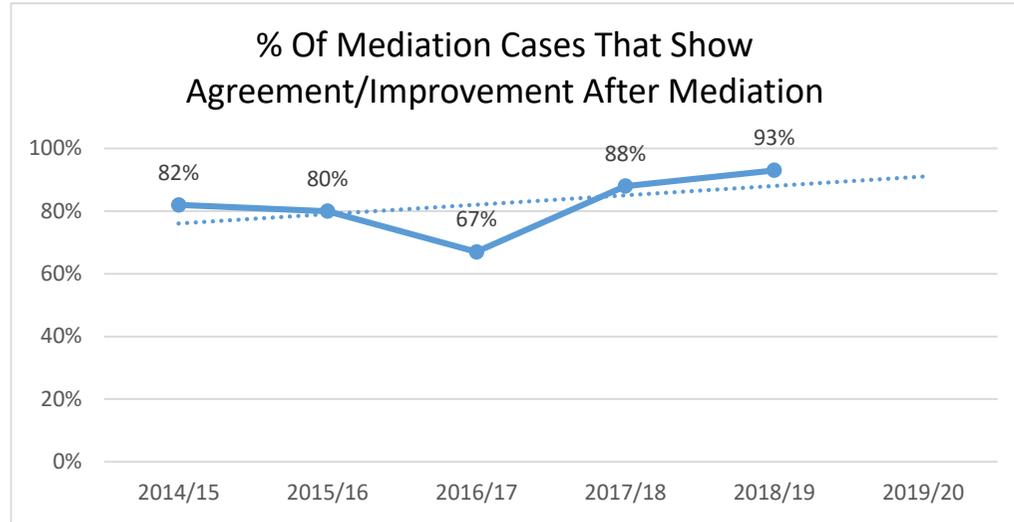
Number of referrals to the mediation service

The number of referrals to mediation decreased in 2018/19 but in 2019/20 the referrals are returning to 2017/18 levels. The increase in referrals to the service is positive as this early intervention can help prevent escalation in issues.



% of mediations cases showing agreement /improvement after mediation

Mediation is proving to be successful in the majority of cases taken on.
 This type of early intervention can help clients gain a different perspective on problems and then be prepared to work to resolve the situation.



Our Measures and Targets

Anti-social behaviour incidents recorded	To reduce number of ASB incidents, year on year, by more robust and sustainable partnership working.	Racially aggravated conduct recorded	To reduce number of racially aggravated conduct, year on year, by more robust and sustainable partnership working.
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Key Actions - last 18 months:

- Work has been carried out in partnership with Scottish Borders Council, NHS, Housing Providers, Victim Support and Registered Social Landlords to tackle Anti-Social Behaviour and provide support to victims
- Work has been carried out with our partners to educate and inform the community about the effects of anti-social behaviour, hate crime and cybercrime on the most vulnerable in our community.
- Work has been carried out in collaboration with partners to divert those who commit minor offences or divert away from offending behaviours. A new initiative initiated by Police Scotland has seen the

Next 12 months:

- Ongoing Core group meetings to be held each month whereby partners implement interventions in relation to those individuals who are involved in ASB.
- Upgrades to the ASBU database are being progressed to better analyse what early interventions are most effective.
- Community Action Team will continue to work with Local Community Policing Teams and partners to tackle issues of Anti-Social Behaviour that have been identified by communities.

<p>introduction of Borders Blue Zone. The initiative focuses on youths in the Hawick area. To date there have been 2 sessions (1 in December and 1 in January). A total of 212 children have engaged with the programme. Initial feedback from youths, parents and the delivery team has been very positive.</p> <ul style="list-style-type: none"> ▪ The ASB Policies and Procedures and Strategy and Information Sharing Protocols have been updated approved and adopted. ▪ Local Initiatives have been implemented to reduce violence in hot spot areas at peak times. Initiatives saw the deployment of drugs dogs, consensual search policies, reassurance patrols and intelligence led stop and searches. ▪ A second CAT Team was launched in 2019 with a focus on further reducing the number of ABS incidents and improving community relations. ▪ The Gypsy/Traveller liaison function has now been finalised and the Mediation Officer has now taken on this function. ▪ In order to continue to provide personal support to Victims of Crime, the contract for Victim Support Scottish Borders (VSSB) has been renewed for the next year. 	<ul style="list-style-type: none"> ▪ Borders Blue Zone will continue to divert youths in Hawick away from anti-social behaviour by engaging the youths in activities which improve their health and social skills.
Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Local Police Plan 2017-2020 (Police Scotland) • ASB Policy and Procedure has been ratified
CPP Theme Leads:	Stuart Reid and Stuart Easingwood
Summary:	<p>All agencies will continue to focus on a partnership approach to achieve the best quality of life for people living in the Scottish Borders. This Partnership work will focus on maintaining this reduction in anti-social behaviour by tackling the issues that impact on our communities on a daily basis.</p> <p>Police Scotland will continue to implement initiatives and effectively task resources to tackle anti-social behaviour at peak times in hot spot areas as well as local events. The Community Action Team will continue to work in partnership to tackle anti-social behaviour across the Scottish Borders.</p>

	<p>*Note: <i>Figures presented refer to April – December 2019 and are compared with the same time period in 2018. The graphs presented in the Outcome rely on figures that are not yet available (2019 and 2019/20) and so there may appear to be a discrepancy between some of the narrative and the illustrations.</i></p>
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Our Quality of Life

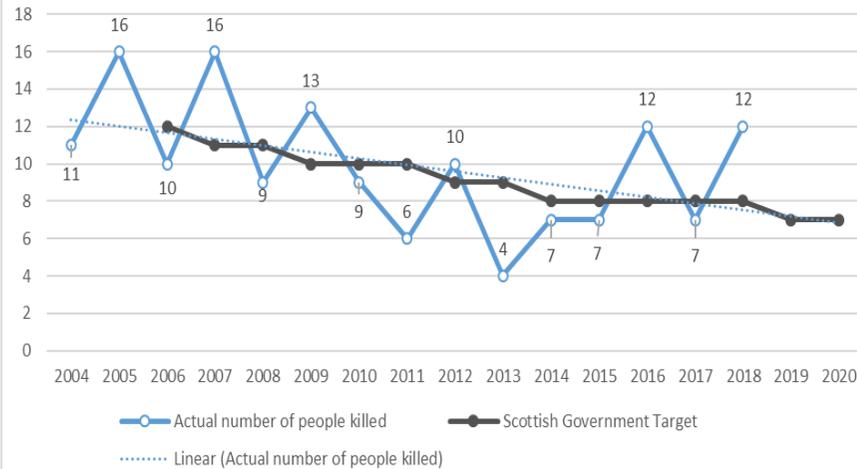
Outcome: Fewer people killed or seriously injured on our roads

Our Understanding:

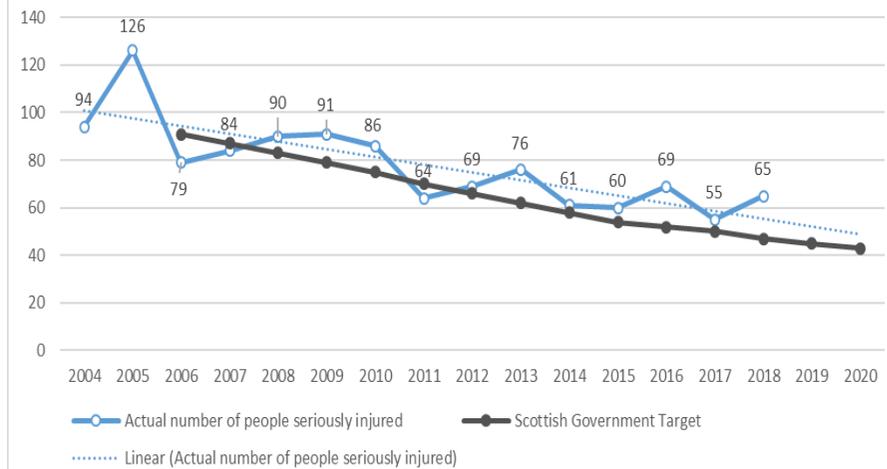
Why do we want to improve this outcome?

- Road Accidents threaten the lives and physical and mental health of those involved in the accident as well as their families and the wider community. Road accidents can impact on a person’s ability to work and can lead to financial hardship.
- Road Safety was ranked 3rd in the Local Priorities for the Lothians and Scottish Borders Division in Police Scotland’s 2017/18 ‘Your View Counts’ survey.
- Sadly, there were 4 deaths on Scottish Borders roads in 2019 (April-December) compared with 10 during the same period the previous year.*
- People seriously injured in the Borders have decreased by 8.6% when comparing TYTD with LYTD.*

Target 1: A 30% reduction in the number of people killed by 2015 and a 40% reduction by 2020

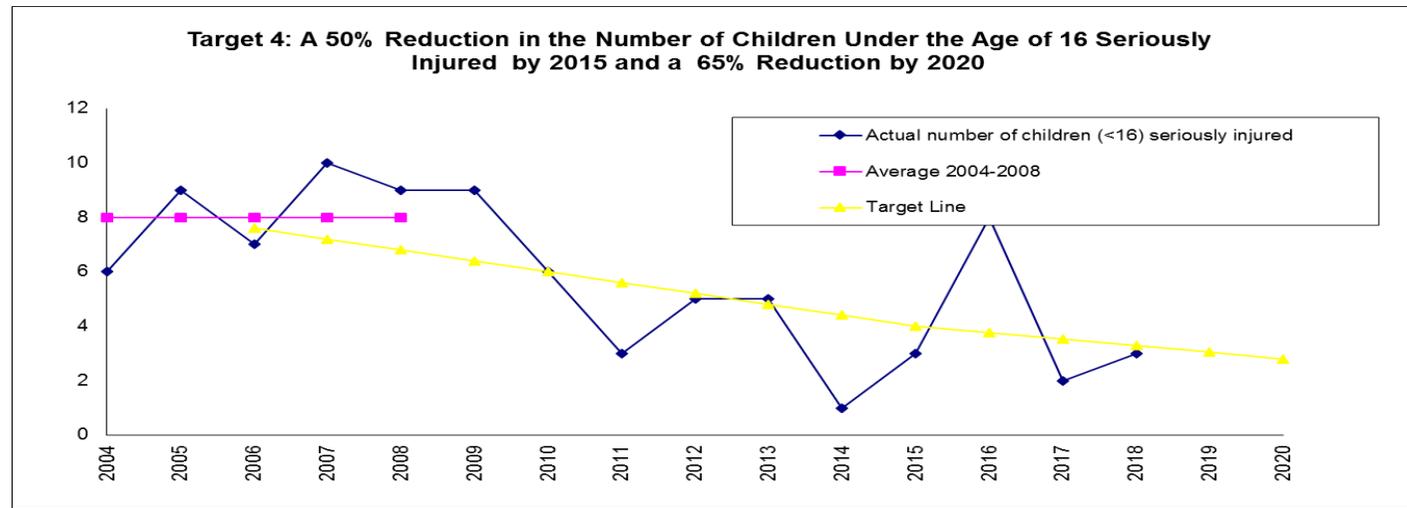


Target 2: A 43% reduction in the number of people seriously injured by 2015 and a 55% reduction by 2020

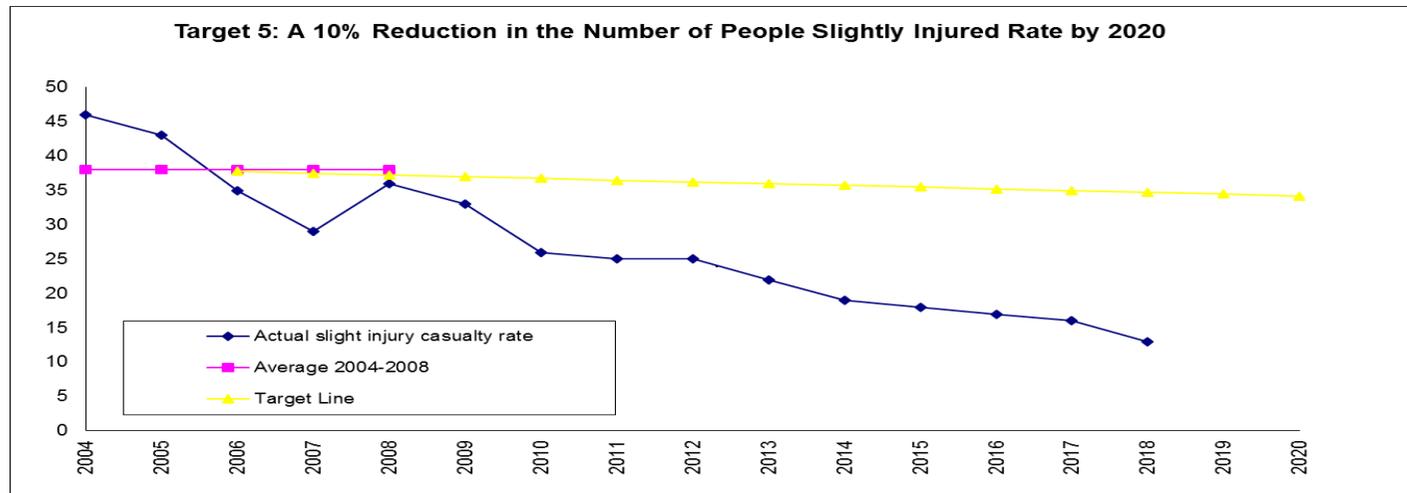


Our Measures and Targets	
People killed	To reduce by 40% by 2020 (Scottish Government Target)
People seriously injured	To reduce by 55% by 2020 (Scottish Government Target)
Key Actions - last 18 months: <ul style="list-style-type: none"> ▪ The Drivewise Initiative has delivered prevention programmes aimed at highest risk categories and age groups including, older drivers, new drivers and motorcyclists. ▪ Drivewise has been supported in its move from a 2 year funded project to a Charity increasing the sustainability of the initiatives it provides. ▪ Education and Police have worked together to increase and promote road safety in schools including looking at Safer Routes to School, Junior Road Safety Officers and parking in and around schools. ▪ National Road Safety Campaigns which increase awareness and tackle specific road user behaviour have been supported, this includes the Motorcycle campaign, Summer Drink Drive campaign and Winter Drink Drive Campaign ▪ Local Initiatives have been implemented to target road user behaviours in a particular area, these initiatives provide corrective advice and where appropriate issue fixed penalty tickets and report offences to the procurator fiscal. ▪ Road Checks and patrols have formed part of officer tasking throughout the last 18 months. Particular attention is provided to main routes throughout the Scottish Borders. 	Next 12 months: <ul style="list-style-type: none"> ▪ Education: communication programme; road safety publicity campaigns; encourage road safety in the school curriculum; specific programmes to target priority/ at risk groups. ▪ Engineering, e.g. Accident Investigation and Prevention site analysis; identify problems, emerging patterns or trends for intervention. ▪ Enforcement: Target offences that are known to contribute to KSI collisions; Work with partners to interact with casualty/vulnerable groups; Work with partners to identify solutions to areas that cannot be resolved through enforcement.
Additional Performance Indicators	
Children Under the Age of 16 Killed	Between 2011 and 2018 there were no fatal accidents involving children.

Children Under the Age of 16 Seriously Injured



Number of People Slightly Injured



Key Plans, Strategies and Initiatives:	<ul style="list-style-type: none"> • Scottish Borders Road Safety Plan 2010-2020 (lead is Scottish Borders Road Safety Working Group) • Drivewise Initiative
CPP Theme Leads:	Stuart Reid and Stuart Easingwood
Summary:	<p>Education and enforcement continue to form the main thrust of activity by Police Scotland in reducing the number of casualties on our roads. In particular work is planned with motorcycle groups in the lead up to the Summer.</p> <p><i>*Note: Figures presented refer to April – December 2019 and are compared with the same time period in 2018. The graphs presented in the Outcome rely on figures that are not yet available (2019 and 2019/20) and so there may appear to be a discrepancy between some of the narrative and the illustrations.</i></p>

Our Place

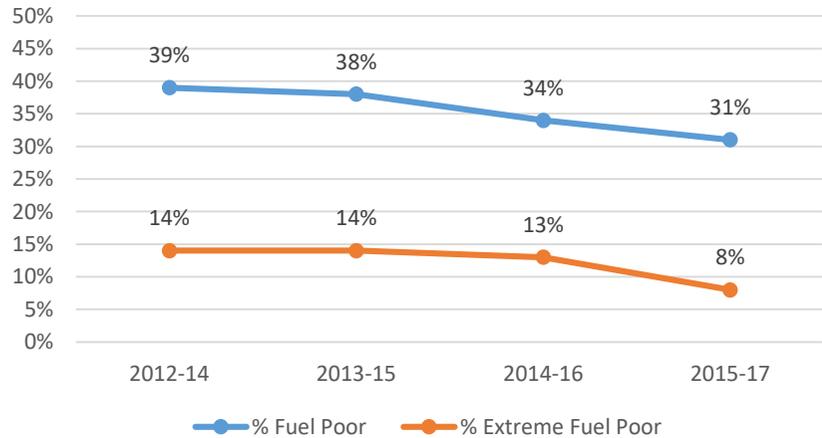
Outcome: More people able to afford to heat their homes

Our Understanding:
(as at November 2017)

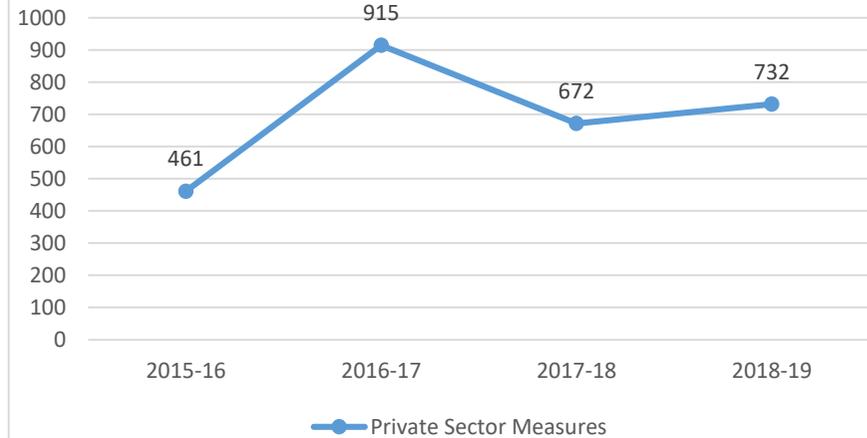
Why do we want to improve this outcome?

- Fuel poverty occurs when households cannot afford to keep their homes adequately warm because the costs of heating are higher than average and paying for those costs leave them below the poverty line. This affects around 31% of households in the Borders, where the rural nature of the area, the type of housing and the low wage economy, contributes to higher levels than the Scottish average.
- Fuel poverty affects a large proportion of households in the Scottish Borders.
- Fuel poverty is defined as the need to spend more than 10% of income to pay for fuel bills.

Households in fuel poverty



Number of private sector measures installed



Our Measures and Targets

Households in fuel poverty	Reduce number of households in fuel poverty	Number of Home Energy Efficiency Measures installed in Private Sector Homes	Monitor the number and type of Private Sector Measures
<p>Key Actions - last 18 months:</p> <ul style="list-style-type: none"> ▪ Deliver Energy Efficient Scotland Pilot Project in Tweeddale. ▪ Effective targeting of energy efficiency measures to those who are experiencing fuel poverty through the Home Energy Efficiency Scotland Programme: Area Based Schemes (HEEPS: ABS). ▪ RSLs continued to work towards achieving 100% Energy Efficiency Standard for Social Housing (ESSH) compliance by 2020 through significant investment programme. ▪ Establishment of the new Borders Home Energy Forum. ▪ Development of the new Affordable Warmth and Home Energy Strategy. 		<p>Next 12 months:</p> <ul style="list-style-type: none"> ▪ Target resources, information and advice to ensure owner occupiers and private landlords benefit from opportunities for insulation, double glazing, upgraded heating systems etc. ▪ Ensure effective targeting of energy efficiency measures on those who are experiencing fuel poverty through the Home Energy Efficiency Scotland Programme: Area Based Schemes (HEEPS: ABS). ▪ Implement new Affordable warmth and Home Energy Efficiency Strategy 2019-2023. ▪ Establish new 'Warm and Well' project with third sector partners. ▪ RSL to develop business plans to meet the Energy Efficiency Standard for Social Housing 2 (ESSH2). 	

Additional Performance Indicators																
<p>% of dwellings that meet the EESSH 2020 target</p>	<p>The chart displays the percentage of dwellings that meet the EESSH 2020 target over four financial years. The y-axis represents the percentage from 0% to 100%. The x-axis shows the financial years: 2015-16, 2016-17, 2017-18, and 2018-19. A blue line with circular markers represents the 'Meeting Target' percentage, which starts at 49% in 2015-16, rises to 53% in 2016-17, 68% in 2017-18, and reaches 80% in 2018-19. A red horizontal line with circular markers represents the 'Target' at 100% for all years.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Meeting Target (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2015-16</td> <td>49%</td> <td>100%</td> </tr> <tr> <td>2016-17</td> <td>53%</td> <td>100%</td> </tr> <tr> <td>2017-18</td> <td>68%</td> <td>100%</td> </tr> <tr> <td>2018-19</td> <td>80%</td> <td>100%</td> </tr> </tbody> </table>	Year	Meeting Target (%)	Target (%)	2015-16	49%	100%	2016-17	53%	100%	2017-18	68%	100%	2018-19	80%	100%
Year	Meeting Target (%)	Target (%)														
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2017-18	68%	100%														
2018-19	80%	100%														
<p>Key Plans, Strategies and Initiatives:</p>	<ul style="list-style-type: none"> • Local Housing Strategy 2017-22 (Scottish Borders Council) • Affordable Warmth and Home Energy Efficiency Strategy (Home Energy Forum and Scottish Borders Council) 															
<p>CPP Lead(s):</p>	<p>Nile Istephan and Julia Mulloy</p>															
<p>Summary:</p>	<p>Addressing fuel poverty in tandem with energy efficiency is essential, as poor energy efficiency at a household level is a contributor to those in fuel poverty. The negative impacts of fuel poverty on individuals, households and communities can cause distress, discomfort, ill-health and debt. Living in a cold home can be very damaging to physical and mental health and older people, children and disabled people are often at the most risk. The Scottish Government recently issued the new Fuel Poverty Bill Strategy and have set a target that by 2040, no more than 5% of households in Scotland are in fuel poverty.</p>															

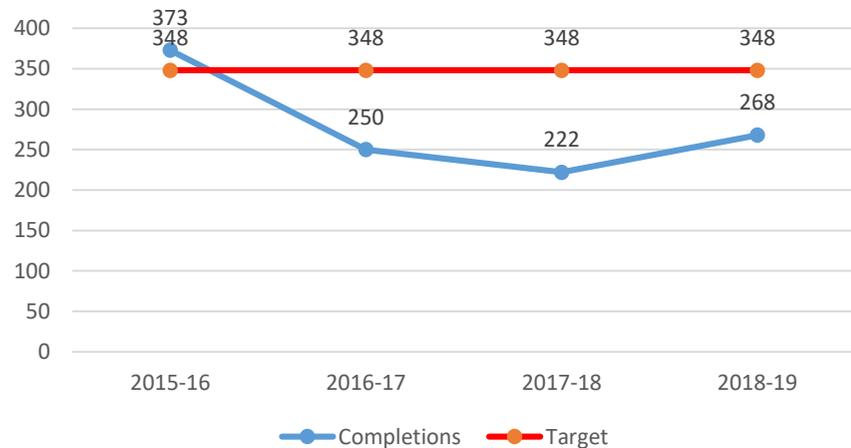
Outcome: More people living independently in affordable and sustainable homes

Our Understanding:
(as at November 2017)

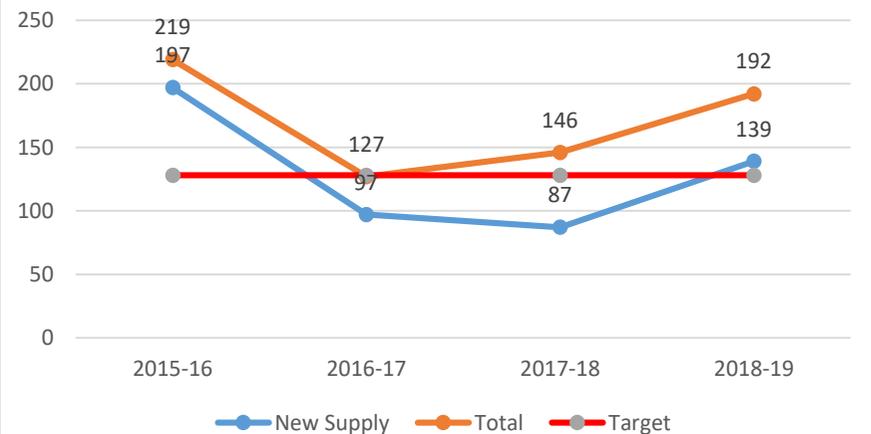
Why do we want to improve this outcome?

- A complex mix of factors and issues influence the operation of the local housing system in the Scottish Borders. Through detailed analysis of the local housing system and the impact of key economic and demographic factors, the Local Housing Strategy develops a framework for addressing housing system imbalances that require to be tackled to ensure that everyone in the Borders can live in a home which meets their needs.
- The right supply of housing is important in meeting the needs of our communities, and particularly in light of the projected population change.

Total Number of Completions



Affordable Housing



Our Measures and Targets

Total number of completions Market and Affordable

348 per annum
(The Annual Housing Supply Target is based on the planning period: 2018-2032)

Affordable housing

128 per annum
(The Annual Housing Supply Target is based on the planning period: 2018-2032)

Key Actions - last 18 months:

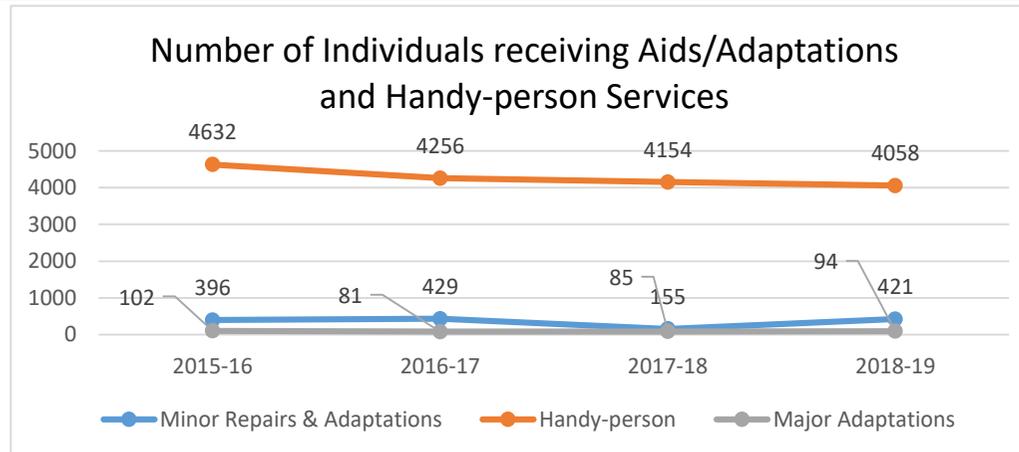
- Accelerate infrastructure projects to enable affordable housing projects to proceed; engage with development agencies and construction firms to identify housing led growth opportunities.
- Liaise with Registered Social Landlord partners to consider a range of new and existing provision that could be adapted to suit changing needs and service configuration.

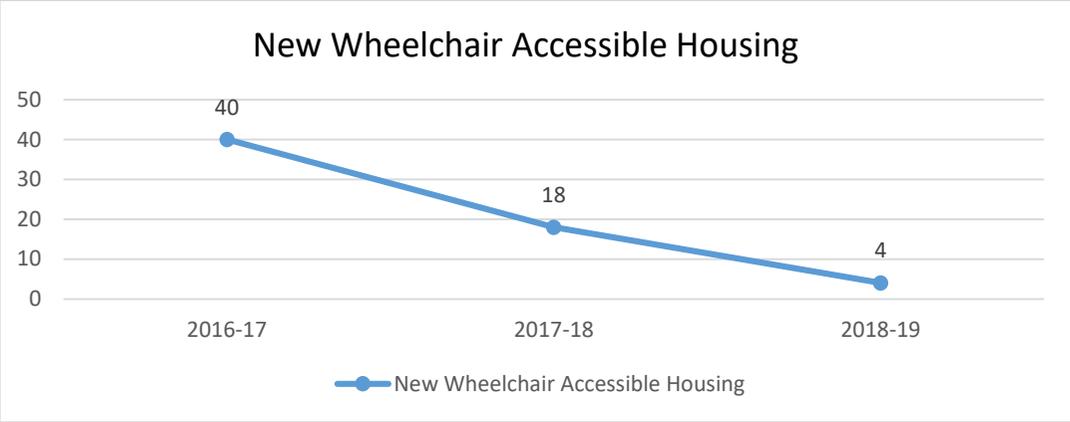
Next 12 months:

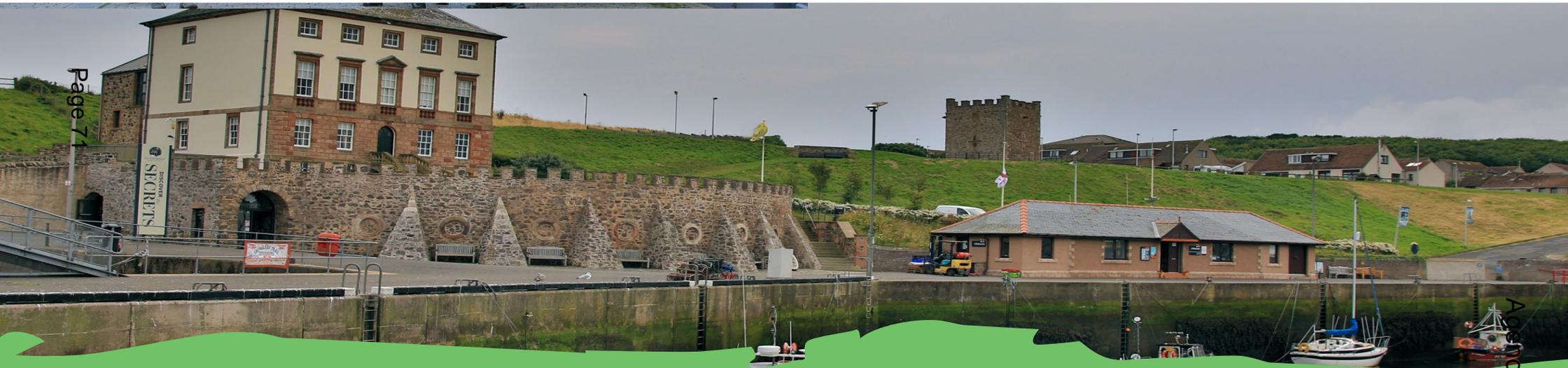
- Strategic Housing Investment Plan 2021-26.
- Develop partnership working via Edinburgh and South East Scotland City region Deal structure.
- Maximise investment in affordable housing delivery in 2019-21, and Borders contribution towards Scottish Parliament's affordable housing targets.
- Increase delivery of accessible homes to suit needs of wheelchair users and disabled people.
- Progress delivery of the housing elements of the Older Peoples Housing, Care and Support Strategy 2018-28.

Additional Performance Indicators

Number of Individuals receiving Aids/Adaptations and Handy-person Services



<p>New Wheelchair Accessible Housing</p>	 <p>The graph shows a significant decrease in the number of new wheelchair accessible housing units over the three-year period. The y-axis represents the number of units, ranging from 0 to 50 in increments of 10. The x-axis shows the financial years 2016-17, 2017-18, and 2018-19. A single blue line with circular markers connects the data points: 40 for 2016-17, 18 for 2017-18, and 4 for 2018-19.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>New Wheelchair Accessible Housing</th> </tr> </thead> <tbody> <tr> <td>2016-17</td> <td>40</td> </tr> <tr> <td>2017-18</td> <td>18</td> </tr> <tr> <td>2018-19</td> <td>4</td> </tr> </tbody> </table>	Year	New Wheelchair Accessible Housing	2016-17	40	2017-18	18	2018-19	4
Year	New Wheelchair Accessible Housing								
2016-17	40								
2017-18	18								
2018-19	4								
<p>Key Plans, Strategies and Initiatives:</p>	<ul style="list-style-type: none"> • Local Housing Strategy 2017-22 (Scottish Borders Council) • Strategic Housing Investment Plan 2018-23 (Scottish Borders Council) 								
<p>CPP Theme Leads:</p>	<p>Nile Istephan and Julia Mulloy</p>								
<p>Summary:</p>	<p>Scottish Borders Council and its partners believe the Local Housing Strategy 2017-23 will deliver positive housing outcomes by ensuring that the delivery of housing and related services meet the needs of local communities. To achieve this, our priorities focus on the key issues facing local households including improved affordable housing supply, better housing quality and energy efficiency, a reduction in homelessness and support to enable independent living.</p>								



Berwickshire Locality Plan 2020

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Berwickshire Area Partnership

The Berwickshire Area Partnership¹ is about creating a space where the aspirations and ideas of the community can be heard and community planning can be strengthened through communities and public bodies working together.

The Locality Plan is part of this process. It outlines the priorities of the Berwickshire area with a focus on reducing inequalities to improve the area for those who live, work and visit the area.

¹ Area Partnership – brings together organisations, groups, individuals and businesses from across the locality to collectively work together

Introduction

Welcome to the Berwickshire Locality Plan



This plan builds on the Scottish Borders Community Plan and sets out:

- The priorities for improving the area over the next five years
- The commitment to work in partnership and use our shared resources ² in the most effective way to reduce inequality

In bringing together this plan we have asked, and will continue to ask, local people across Berwickshire what would make the area better.

² Resources – this could be funding (e.g. budget or grants), people (e.g. staff of volunteers) or assets (e.g. land, buildings or equipment)

This plan is structured around four themes:



Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

Communities, community planning partners³ and local service providers⁴ will need to work together in partnership to plan and deliver better services that meet the needs of the people who use them.

At a Borders-wide level this is done through the Scottish Borders Community Plan and the Community Planning Partnership.

At an area level this is done through the Berwickshire Area Partnership, the Berwickshire Locality Plan and associated Action Plan. We expect to continue to evolve these plans to reflect the developments within the area. The most up to date action plan is available on Scottish Borders Council's Website www.scotborders.gov.uk/areapartnerships.

At a local level, services and communities continue to respond to their local community needs. Local plans, including local community action plans demonstrate this and are referenced at the end of this plan.

“How do we build and improve our economy, skills and learning?”

“How do we promote and improve our health, care and wellbeing?”

“How do we protect and improve our quality of life?”

“How do we develop and improve our environment & place?”

³ Community planning partners – those organisations who are taking forward the Scottish Borders Community Plan

⁴ Local service providers – those organisations who are providing services locally (e.g. GPs, Community Nurses, Business Advisors, etc.)

What we know about Berwickshire

Key Facts and Figures

A selection of key facts and figures relating to the issues highlighted by our communities have been identified and detailed on this page. These present what data we have and what is known about the area, as well as a reflection against the Scottish Borders and national averages where possible.

A more comprehensive Berwickshire Area Profile is available detailing all the key information for the area. This is available to download from www.scotborders.gov.uk/areapartnerships



NEIGHBOURHOODS AND COMMUNITY

41% of the people in Berwickshire live within the 10% most **access deprived** in all of Scotland **(SB = 27%)**
(SIMD - 2016)

36% of survey respondents said they **have problems accessing public transport where they live** **(SB = 28%)**
(SBHS - 2018)

22% of survey respondents said they **have difficulty accessing leisure facilities because of where they live** **(SB = 18%)**
(SBHS - 2018)

VOLUNTARY WORK

62% of survey respondents are **involved in voluntary work**, such as supporting Parent Councils, committees or helping a neighbour with shopping **(SB = 59%)**
(SBHS - 2018)

SETTLEMENTS

82.9% of people live in a **settlement of under 500 people** **(Scottish Borders = 28.5%)**

Larger settlements in Berwickshire:

3,557 Eyemouth	1,871 Coldstream
1,444 Chirnside	628 Greenlaw
2,756 Duns	607 Ayton

(NRS 2017)



INCOME DEPRIVED

10.1% of Berwickshire's population was considered to be **income-deprived** in 2016. **(Scottish Borders = 9.7%; Scotland = 12.5%)**

This ranged within Berwickshire from **3% in the least-deprived neighbourhoods to 22% in the most-deprived**

(SG-SIMD)



BROADBAND

6.0% of premises were **unable to receive 2Mb/S Broadband** in 2016 **(SB = 4.2%)**

This ranged **within Berwickshire** from **0%** in the **least-affected neighbourhood** to **30.2% in the most-affected**.
(OFCOM)

Berwickshire had around **average levels** of **digital exclusion** out of the **5 localities** in 2017; but **higher in parts of Chirnside, Eyemouth, Coldstream and Duns**.

(Scottish Borders Digital Inclusion Index 2017)

ACTIVITY LEVELS

66.7% of **Primary 7 pupils** took part in **"Active Schools" extra-curricular sports** in 2017-18. **(SB = 79.5%)**

By **S4** this was **down to 27.8%** **(SB = 36.7%)**

(SEEMIS)

Berwickshire Wards

POPULATION ESTIMATES AND PROJECTIONS

National Records of Scotland (NRS) estimates the population of **Berwickshire** to be

20,945 population
(18.2% of the Scottish Borders (SB))

16.0% aged 0-15
(SB = 15.9%; SCOT = 17.0%)

58.0% aged 16-64
(SB = 59.0%; SCOT = 64.7%)

26.0% aged 65+
(SB = 24.5%; SCOT = 18.3%)



MID BERWICKSHIRE

10,387 Population



2,756 Duns

1,871 Coldstream

EAST BERWICKSHIRE

10,558 Population



3,557 Eyemouth

1,444 Chirnside

(NRS 2017)

Engaging with our Communities

It is the intention of the Area Partnership to involve as wide a group of people as possible. This helps to make sure our plans reflect the needs of our communities. We will create more opportunities for people to attend the Area Partnership and talk to us in person, take part in surveys or contact us online. As further information and understanding of the needs and ambitions of our communities is gathered, the Area Partnership will continue to build on this plan. We welcome your views and suggestions.

There are many other ways of being involved in your local community, key contacts are provided below:

To give us your views or to get involved with Area Partnerships please contact:

Communities and Partnerships Team
Email: communityplanning@scotborders.gov.uk
Telephone: 0300 100 1800

More information on Community Councils:

www.scotborders.gov.uk/communitycouncils
Telephone: 01835 825005.

Many Community Council's now have their own website and social media pages and will also be contactable directly through these means.

More information on volunteering, community support or advice:

Volunteer Centre Borders
www.vcborders.org.uk
Telephone: 01896 754041
Email: enquiries@vcborders.org.uk

Berwickshire Association of Voluntary Service
www.bavs.org.uk
Telephone: 01361 883137
Email: Kathy.cremin@bavs.org.uk

Our Economy, Skills & Learning

Through the Area Partnership you told us your key priority for Berwickshire is:

Improve the connectivity within and out with Berwickshire, including

- Transport (infrastructure and service provision)
- Digital (mobile and broadband coverage)

Other priorities that are important to the Berwickshire community:

- Support and make the most of existing Tourism opportunities, for example
 - Coastline, including marine reserve and harbour
 - Heritage
- Widen the opportunity and availability of modern apprenticeships and vocational training
- Improve the access to further and higher education and the opportunity for lifelong learning
- Protect and retain traditional skills unique to Berwickshire (e.g. sea skills)
- Encourage business start-ups & investment in the area, for example with the availability of suitable (and flexible) business spaces
- Encourage further partnership working to support the area in managing the economic and social impact of current and future demographic changes (i.e. increasing older population, young people moving away)

Our Health, Care & Wellbeing

Through the Area Partnership you told us your key priority for Berwickshire is:

- Co-location of specialist services and better service planning, acknowledging the complexities of delivering services, leading to improved outcomes

Other priorities that are important to the Berwickshire community:

- Improve the availability and accessibility of services for people living in rural areas and towns across Berwickshire
- Increase the availability of locally based rehabilitation services
- Increase the range of housing options available across the locality
- Improve support for unpaid carers
- Increase the range of care and support options across the locality to enable people to remain in their own homes and communities
- Focus on rural isolation and social inclusion and the impacts on mental health
- Understand the future care requirements for the area and how best to incentivise people to work in the sector

Our Quality of Life

Through the Area Partnership you told us your key priority for Berwickshire is:

- Continue to support (multi-agency) partnership working opportunities, promoting referrals/pathways to those local initiatives and sharing good practice

Other priorities that are important to the Berwickshire community:

- Invest in and create community facilities/spaces (for all ages/intergenerational)
- Support local community capacity building, in particular local volunteers (utilising their skills and expertise)
- Encourage leisure/cultural facilities to be as accessible as possible (convenient, affordable, time of day)
- Improve communication across communities and between public agencies, including promotion / marketing of specific activities (e.g. men's shed, walking football)

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Our Environment & Place

Through the Area Partnership you told us your key priority for Berwickshire is:

Investment in transport infrastructure and service provision, including

- Reston Station / A1
- Cross-border, North-South services
- Community Transport
- Enabling people to be where they need to be

Other priorities that are important to the Berwickshire community:

- Work with local communities on regenerating and reimagining their local places (town centres, village halls, play areas etc.)
- Understand the housing needs of the area and ensure the right developments are being considered to meet those needs, including affordable housing and housing for all stages and ages of life
- Promote environmentally friendly home energy solutions to local residents

How we will measure success

The priorities identified in this plan have been used as the basis for the Berwickshire Locality Action Plan. This action plan will help to track action and activities and to drive change in Berwickshire. As this will be an ever changing document the action plan is available to download from Scottish Borders Council's website, www.scotborders.gov.uk/areapartnership or in hard copy from the Community & Partnerships Team.

The Berwickshire Area Partnership will feedback every year on the progress made in delivering the priorities within this plan. By monitoring the progress we make, we can measure the difference made to local people and communities. Progress and achievements will be shared with the Community Planning Partnership and other public bodies as well as being shared and celebrated with the wider community.

We will continue to ask the community their views and encourage more people to participate in the Area Partnership. As the needs of the locality change, we will ensure the priorities and actions within the plan reflect these changes.

Other Local Plans for Berwickshire

- Coldstream Community Action Plan
- Abbey St Bathans, Bonkyl and Preston Community Action Plan
- Berwickshire Learning Community Partnership Plan
- Eyemouth Learning Community Partnership Plan



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COMMUNITIES & PARTNERSHIPS TEAM

Scottish Borders Council | Council Headquarters | Newtown St Boswells | MELROSE | TD6 0SA
tel: 0300 100 1800 | email: Communityplanning@scotborders.gov.uk
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Cheviot Area Partnership

The Cheviot Area Partnership¹ is about creating a space where the aspirations and ideas of the community can be heard and community planning can be strengthened through communities and public bodies working together.

The Locality Plan is part of this process. It outlines the priorities of the Cheviot area with a focus on reducing inequalities to improve the area for those who live, work and visit the area.

¹ Area Partnership – brings together organisations, groups, individuals and businesses from across the locality to collectively work together

Introduction

Welcome to the Cheviot Locality Plan



This plan builds on the Scottish Borders Community Plan and sets out:

- The priorities for improving the area over the next five years
- The commitment to work in partnership and use our shared resources ² in the most effective way to reduce inequality

In bringing together this plan we have asked, and will continue to ask, local people across Cheviot what would make the area better.

² Resources – this could be funding (e.g. budget or grants), people (e.g. staff of volunteers) or assets (e.g. land, buildings or equipment)

This plan is structured around four themes:



Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

Communities, community planning partners³ and local service providers⁴ will need to work together in partnership to plan and deliver better services that meet the needs of the people who use them.

At a Borders-wide level this is done through the Scottish Borders Community Plan and the Community Planning Partnership.

At an area level this is done through the Cheviot Area Partnership, the Cheviot Locality Plan and associated Action Plan. We expect to continue to evolve these plans to reflect the developments within the area. The most up to date action plan is available on Scottish Borders Council's Website www.scotborders.gov.uk/areapartnerships.

At a local level, services and communities continue to respond to their local community needs. Local plans, including local community action plans demonstrate this and are referenced at the end of this plan.

“How do we build and improve our economy, skills and learning?”

“How do we promote and improve our health, care and wellbeing?”

“How do we protect and improve our quality of life?”

“How do we develop and improve our environment & place?”

³ Community planning partners – those organisations who are taking forward the Scottish Borders Community Plan

⁴ Local service providers – those organisations who are providing services locally (e.g. GPs, Community Nurses, Business Advisors, etc.)

What we know about Cheviot

Key Facts and Figures

A selection of key facts and figures relating to the issues highlighted by our communities have been identified and detailed on this page. These present what data we have and what is known about the area, as well as a reflection against the Scottish Borders and national averages where possible.

A more comprehensive Cheviot Area Profile is available detailing all the key information for the area. This is available to download from www.scotborders.gov.uk/areapartnerships

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POPULATION

9.1% of Cheviot's population was considered to be **income-deprived** in 2016. **(Scottish Borders = 9.7%; Scotland = 12.5%)**
This ranged within Cheviot from **3% in the least-deprived neighbourhoods** to **19% in the most-deprived**



(SG-SIMD)

TOWN CENTRE FOOTFALL 2012-2016

up **22%** Kelso
down **20%** Jedburgh
(SB = down 6%)

(SBC-PR)

VOLUNTARY WORK

51% of survey respondents are **involved in voluntary work**, such as supporting Parent Councils, committees or helping a neighbour with shopping
(SB = 59%)

(SBHS2018)

BROADBAND

5.3% of premises were **unable to receive 2Mb/S Broadband** in 2016 **(SB = 4.2%)**
This ranged **within Cheviot** from **0% in the least-affected neighbourhood** to **37.7% in the most-affected**.

(OfCom)

Cheviot had amongst the **highest levels of digital exclusion** out of the **5 localities** in 2017, particularly in **Jedburgh and Kelso**.

(SBHS 2018/ Scottish Borders Digital Inclusion Index 2017)

WELLBEING

84.2% of **Primary 7 pupils** took part in **"Active Schools" extra-curricular sports** in 2017-18 **(SB = 79.5%)**

By **S4** this was **down to 45.7%** **(SB = 36.7%)**



(SBHS 2018/ScotPHO/ SEEMIS)

NEIGHBOURHOOD

41% of the people in **Cheviot** live within the **10% most access deprived** in all of Scotland **(SB = 27%)**



(SIMD 2016)

PUBLIC TRANSPORT ACCESS

34% of **survey respondents** said they **have problems accessing public transport due to where they live** **(SB = 28%)**

(SBHS 2018)

LEISURE FACILITIES ACCESS

16% of **survey respondents** said they **have difficulty accessing leisure facilities because of where they live** **(SB = 18%)**



(SBHS 2018)

Cheviot Wards

POPULATION ESTIMATES AND PROJECTIONS

National Records of Scotland (NRS) estimates the population of **Cheviot** to be

19,477 population
 (16.9% of the Scottish Borders) (SB)

15.0% aged 0-15
 (SB = 16.3%; SCOT = 17.0%)

57.1% aged 16-64
 (SB = 59.2%; SCOT = 64.7%)

27.8% aged 65+
 (SB = 24.5%; SCOT = 18.3%)

(NRS 2017)



KELSO & DISTRICT

10,321 Population



6,903 Kelso

611 Yetholm



JEDBURGH & DISTRICT

9,156 Population



3,882 Jedburgh

1,460 St Boswells

Engaging with our Communities

It is the intention of the Area Partnership to involve as wide a group of people as possible. This helps to make sure our plans reflect the needs of our communities. We will create more opportunities for people to attend the Area Partnership and talk to us in person, take part in surveys or contact us online. As further information and understanding of the needs and ambitions of our communities is gathered, the Area Partnership will continue to build on this plan. We welcome your views and suggestions.

There are many other ways of being involved in your local community, key contacts are provided below:

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Email: communityplanning@scotborders.gov.uk
Telephone: 0300 100 1800

More information on Community Councils:

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Telephone: 01835 825005.

Many Community Council's now have their own website and social media pages and will also be contactable directly through these means.

More information on volunteering, community support or advice:

Volunteer Centre Borders
www.vcborders.org.uk
Telephone: 01896 754041
Email: enquiries@vcborders.org.uk

The Bridge (Roxburgh Office)
www.the-bridge.uk.net
Telephone: 01835 863554
Email: roxburgh@the-bridge.uk.net

Our Economy, Skills & Learning

Through the Area Partnership you told us your key priority for Cheviot is:

- Seek additional investment to help regenerate our town centres

Other priorities that are important to the Cheviot community:

- Improve the existing tourism offer, for example
 - development of existing and new accommodation businesses
 - co-ordination of, and between, key tourist sites
 - adjusting business opening hours to meet the needs of visitors
 - creation of new events
- Understand and develop the opportunities alongside the Developing the Young Workforce Programme
- Build on the investment in the new school/community campus estate
- Invest in opportunities for inter-generational projects, including the development of life skills
- Improve the infrastructure, specifically mobile and broadband connectivity as well as transport

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Our Health, Care & Wellbeing

Through the Area Partnership you told us your key priority for Cheviot is:

- Help support (e.g. raise awareness, signpost, promote) and build the capacity (e.g. training, sharing best practice) of local community groups and organisations in delivering their activities.

Other priorities that are important to the Cheviot community:

- Increase the availability of locally based rehabilitation services
- Increase the range of care and support options across the locality to enable people to remain in their own homes and communities
- Improve transport links across Cheviot, including the opportunities that could be provided by Community Transport groups/organisations
- Improve support for unpaid carers
- Increase the range of housing options available across the locality to meet need and demand
- Improve efficiency and effectiveness of existing co-located and integrated teams (e.g. Multidisciplinary Team, Community Healthcare Team)
- Enhance and promote the “contact” opportunities for individuals with their local communities (to reduce social isolation)

Our Quality of Life

Through the Area Partnership you told us your key priority for Cheviot is:

- Support the development of (multi-agency) approaches to tackle local community issues

Other priorities that are important to the Cheviot community:

- Encourage sports, leisure and youth clubs to provide year-round, affordable and accessible activities for all
- Sustain and improve local community space and activities for young people
- Improve communication across communities, including about specific projects and between public agencies
- Better understand the support on offer for, and within, the community (specifically from the Public and Third Sectors) across all themes of this Plan

Our Environment & Place

Through the Area Partnership you told us your key priority for Cheviot is:

- Improve public transport services/delivery models, including accessibility to them, and explore offering free transport for young people

Other priorities that are important to the Cheviot community:

- Plan for future infrastructure requirements, including connectivity (i.e. broadband) and energy (i.e. renewable technology and sustainable heating systems)
- Provide appropriate and affordable housing for all ages and stages of life, including mixed tenure/age housing developments and explore the opportunities of the old/forthcoming secondary school sites
- Ensure the locality has the right provision of business and industrial premises and land availability, including high street premises and spaces for small businesses
- Reduce our impact on the local (and global) environment by raising awareness of what local communities can do in terms of their homes, their businesses, their schools, their travel etc.
- Address local flooding issues, specifically where it holds back local development

How we will measure success

The priorities identified in this plan have been used as the basis for the Cheviot Locality Action Plan. This action plan will help to track action and activities and to drive change in Cheviot. As this will be an ever changing document the action plan is available to download from Scottish Borders Council's website, www.scotborders.gov.uk/areapartnership or in hard copy from the Community & Partnerships Team.

The Cheviot Area Partnership will feedback every year on the progress made in delivering the priorities within this plan. By monitoring the progress we make, we can measure the difference made to local people and communities. Progress and achievements will be shared with the Community Planning Partnership and other public bodies as well as being shared and celebrated with the wider community.

We will continue to ask the community their views and encourage more people to participate in the Area Partnership. As the needs of the locality change, we will ensure the priorities and actions within the plan reflect these changes.

Other Local Plans for Cheviot

- Jedburgh Economic Regeneration Action Plan
- Kelso Learning Community Partnership Plan
- Jedburgh Learning Community Partnership Plan
- Cheviot Health & Social Care Locality Plan



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Eildon Locality Plan 2020

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Eildon Area Partnership

The Eildon Area Partnership¹ is about creating a space where the aspirations and ideas of the community can be heard and community planning can be strengthened through communities and public bodies working together.

The Locality Plan is part of this process. It outlines the priorities of the Eildon area with a focus on reducing inequalities to improve the area for those who live, work and visit the area.

¹ Area Partnership – brings together organisations, groups, individuals and businesses from across the locality to collectively work together

Introduction

Welcome to the Eildon Locality Plan



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This plan builds on the Scottish Borders Community Plan and sets out:

- The priorities for improving the area over the next five years
- The commitment to work in partnership and use our shared resources ² in the most effective way to reduce inequality

In bringing together this plan we have asked, and will continue to ask, local people across Eildon what would make the area better.

² Resources – this could be funding (e.g. budget or grants), people (e.g. staff of volunteers) or assets (e.g. land, buildings or equipment)

This plan is structured around four themes:



Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

Communities, community planning partners³ and local service providers⁴ will need to work together in partnership to plan and deliver better services that meet the needs of the people who use them.

At a Borders-wide level this is done through the Scottish Borders Community Plan and the Community Planning Partnership.

At an area level this is done through the Eildon Area Partnership, the Eildon Locality Plan and associated Action Plan. We expect to continue to evolve these plans to reflect the developments within the area. The most up to date action plan is available on Scottish Borders Council's Website www.scotborders.gov.uk/areapartnerships.

At a local level, services and communities continue to respond to their local community needs. Local plans, including local community action plans demonstrate this and are referenced at the end of this plan.

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“How do we protect and improve our quality of life?”

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³ Community planning partners – those organisations who are taking forward the Scottish Borders Community Plan

⁴ Local service providers – those organisations who are providing services locally (e.g. GPs, Community Nurses, Business Advisors, etc.)

What we know about Eildon

Key Facts and Figures

A selection of key facts and figures relating to the issues highlighted by our communities have been identified and detailed on this page. These present what data we have and what is known about the area, as well as a reflection against the Scottish Borders and national averages where possible.

A more comprehensive Eildon Area Profile is available detailing all the key information for the area. This is available to download from www.scotborders.gov.uk/areapartnerships



POPULATION

National Records of Scotland (NRS) estimates the population of **Eildon** to be

35,330 population
(30.7% of the Scottish Borders (SB))

16.5% aged 0-15
(SB = 16.3%; SCOT = 17.0%)

61.2% aged 16-64
(SB = 59.2%; SCOT = 64.7%)

22.3% aged 65+
(SB = 24.5%; SCOT = 18.3%)

(NRS 2017)



TOWN CENTRE FOOTFALL 2012-2016

down **4%** Galashiels

down **2%** Melrose

up **2%** Selkirk
(SB = down 6%)

(SBC-PR)

HEALTH

395 per 100,000 people were discharged from hospital with **Coronary Heart Disease**, 2015-18
(SB = 343; SCOT = 381)

(ScotPHO)

WELLBEING

75% of survey respondents say they take part in moderate physical 30-minute exercise at least twice a week.
(Scottish Borders = 78%)

73.8% of Primary 7 pupils took part in "Active Schools" extra-curricular sports in 2017-18
(SB = 79.5%)

(SBHS 2018/ScotPHO/ SEEMIS)



NEIGHBOURHOOD

41% of the people in **Eildon** live within the 10% most access deprived in all of Scotland
(SB = 27%)

(SIMD 2016)



BROADBAND

2.8% of premises were unable to receive 2Mb/S Broadband in 2016
(SB = 4.2%)

This ranged within Eildon from **0%** in the least-affected neighbourhood to **32.0%** in the most-affected.

(OfCom)

Eildon had lower than average levels of digital exclusion of the 5 localities in 2017, but higher in parts of Galashiels, Selkirk and Newtown St Boswells

(SBHS 2018/ Scottish Borders Digital Inclusion Index 2017)

UNEMPLOYMENT CLAIMANT RATE ALL PEOPLE AGED 16-64

2.3% Galashiels and District

0.9% Leaderdale and Melrose

1.4% Selkirkshire
(SB = 1.4%; SCOT = 1.8%)

(ONS - NOV 18)

Eildon Wards



GALASHIELS & DISTRICT



14,957 Population

12,603 Galashiels

711 Stow



LEADERDALE & MELROSE



10,746 Population

2,464 Melrose

2,022 Tweedbank

1,790 Lauder

1,728 Earlston



SELKIRKSHIRE



9,627 Population

5,560 Selkirk

1,331 Newtown St Boswells

Engaging with our Communities

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Telephone: 01896 754041
Email: enquiries@vcborders.org.uk

The Bridge (Central Office)
www.the-bridge.uk.net
Telephone: 01896 755370
Email: central@the-bridge.uk.net

Our Economy, Skills & Learning

Through the Area Partnership you told us your key priority for Eildon is:

- Improve rural digital connectivity, accessibility and use of technology
- Improve the accessibility and reliability of transport services

Other priorities that are important to the Eildon community:

- Enhance career advice and career opportunities by promoting modern apprenticeships and vocational training
- Increase learning opportunities and skills development across a wide range of subjects and vocations and ages
- Invest in local, sustainable employment opportunities
- Develop a business / community hub model for tech start ups, small businesses etc and encourage new businesses to set up the Locality
- Encourage intergenerational activity and creation of learning hubs in schools, Borders College and community spaces
- Promote Eildon as a visitor destination, highlighting the heritage and unique selling points of the area networks/roads

Our Health, Care & Wellbeing

Through the Area Partnership you told us your key priority for Eildon is:

- Increase the range and accessibility of community activities to encourage a reduction in drug and alcohol use in the Eildon locality

Other priorities that are important to the Eildon community:

- Increase the range of care and support options across the locality to enable people to remain in their own homes and communities
- Increase the availability of locally based rehabilitation services
- Improve the availability and accessibility of services for people living in rural areas
- Increase the range of housing options available across the locality and plan for future housing needs
- Reduce the number of people admitted to hospital with drug and alcohol related problems
- Reduce the number of people attending the Borders General Hospital on multiple occasions
- Support people to make informed health and lifestyle choices

Our Quality of Life

Through the Area Partnership you told us your key priority for Eildon is:

- Create safe areas for young people within local communities and provide leisure facilities that are accessible and affordable

Other priorities that are important to the Eildon community:

- Revise transport provision to improve connectivity and reduce rural isolation
- Strengthen partnership working between local services
- Improve communication of social and leisure opportunities to local residents
- Carry out more community mapping and consultations to identify what people want in their area
- Improve older people's quality of life by increasing their sense of safety within the community

Our Environment & Place

Through the Area Partnership you told us your key priority for Eildon is:

- Create appropriately placed, affordable & socially inclusive housing in the countryside
- Develop attractions within the countryside to encourage visitors to the area

Other priorities that are important to the Eildon community:

- Housing stock should reflect need in the local community, be affordable and be accessible for local services
- Reduce fuel poverty across the Locality. All housing developments to incorporate eco infrastructures into builds
- Development of town / village centres and housing must consider the environment and health and wellbeing of people who will live there

How we will measure success

The priorities identified in this plan have been used as the basis for the Eildon Locality Action Plan. This action plan will help to track action and activities and to drive change in Eildon. As this will be an ever changing document the action plan is available to download from Scottish Borders Council's website, www.scotborders.gov.uk/areapartnership or in hard copy from the Community & Partnerships Team.

The Eildon Area Partnership will feedback every year on the progress made in delivering the priorities within this plan. By monitoring the progress we make, we can measure the difference made to local people and communities. Progress and achievements will be shared with the Community Planning Partnership and other public bodies as well as being shared and celebrated with the wider community.

We will continue to ask the community their views and encourage more people to participate in the Area Partnership. As the needs of the locality change, we will ensure the priorities and actions within the plan reflect these changes.

Other Local Plans for Eildon

- Earlston Community Action Plan
- Ettrick and Yarrow Community Development Plan
- Heriot Plan (draft)
- Earlston Learning Community Partnership Plan
- Galashiels Learning Community Partnership Plan
- Selkirk Learning Community Partnership Plan



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COMMUNITIES & PARTNERSHIPS TEAM

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Teviot & Liddesdale Locality Plan 2020

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Teviot and Liddesdale Area Partnership

The Teviot and Liddesdale Area Partnership¹ is about creating a space where the aspirations and ideas of the community can be heard and community planning can be strengthened through communities and public bodies working together.

The Locality Plan is part of this process. It outlines the priorities of the Teviot and Liddesdale area with a focus on reducing inequalities to improve the area for those who live, work and visit the area.

¹ Area Partnership – brings together organisations, groups, individuals and businesses from across the locality to collectively work together

Introduction

Welcome to the Teviot and Liddesdale Locality Plan



This plan builds on the Scottish Borders Community Plan and sets out:

- The priorities for improving the area over the next five years
- The commitment to work in partnership and use our shared resources ² in the most effective way to reduce inequality

In bringing together this plan we have asked, and will continue to ask, local people across Teviot and Liddesdale what would make the area better.

² Resources – this could be funding (e.g. budget or grants), people (e.g. staff of volunteers) or assets (e.g. land, buildings or equipment)

This plan is structured around four themes:



Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

Communities, community planning partners³ and local service providers⁴ will need to work together in partnership to plan and deliver better services that meet the needs of the people who use them.

At a Borders-wide level this is done through the Scottish Borders Community Plan and the Community Planning Partnership.

At an area level this is done through the Teviot and Liddesdale Area Partnership, the Teviot and Liddesdale Locality Plan and associated Action Plan. We expect to continue to evolve these plans to reflect the developments within the area. The most up to date action plan is available on Scottish Borders Council's Website www.scotborders.gov.uk/areapartnerships.

At a local level, services and communities continue to respond to their local community needs. Local plans, including local community action plans demonstrate this and are referenced at the end of this plan.

“How do we build and improve our economy, skills and learning?”

“How do we promote and improve our health, care and wellbeing?”

“How do we protect and improve our quality of life?”

“How do we develop and improve our environment & place?”

³ Community planning partners – those organisations who are taking forward the Scottish Borders Community Plan

⁴ Local service providers – those organisations who are providing services locally (e.g. GPs, Community Nurses, Business Advisors, etc.)

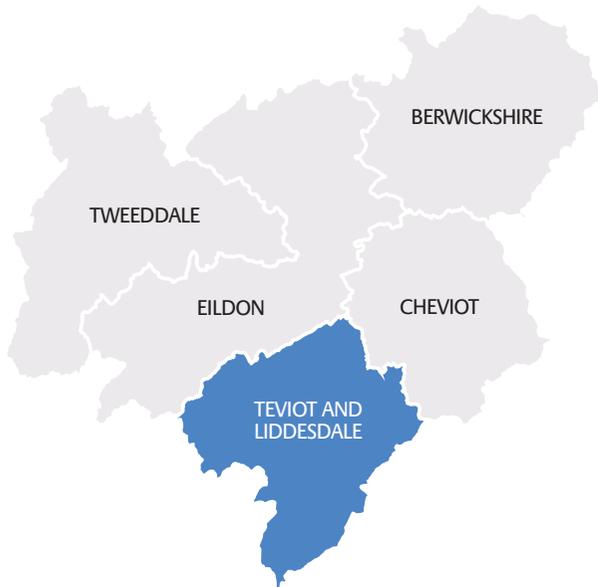
What we know about Teviot & Liddesdale

Key Facts and Figures

A selection of key facts and figures relating to the issues highlighted by our communities have been identified and detailed on this page. These present what data we have and what is known about the area, as well as a reflection against the Scottish Borders and national averages where possible.

A more comprehensive Teviot and Liddesdale Area Profile is available detailing all the key information for the area. This is available to download from www.scotborders.gov.uk/areapartnerships

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HEALTH

23.5% of pregnant women admitted to being **current smokers** in 2015-17
(SB = 16.7%; SCOT= 15.9%)

[ScotPHO/ Statistics.gov.scot]

421 per 100,000 people were discharged from hospital with **Coronary Heart Disease**, 2015-18
(SB = 343; SCOT = 381)

[ScotPHO]

572 per 100,000 people were hospitalised due to **alcohol misuse** in 2017-18
(SB = 412; SCOT = 675)

[ScotPHO]

YOUTH UNEMPLOYMENT CLAIMANT RATE² ALL PEOPLE AGED 16-64

5.2% Hawick and Denholm
6.1% Hawick and Hermitage
(SB = 3.4%; SCOT = 3.2%)

[ONS - JAN 19]

SETTLEMENTS

22.0% of people live in a **settlements of under 500 people**
(Scottish Borders = 28.5%)

[NRS 2017]



TOWN CENTRE FOOTFALL 2012-2016

down **37%** Hawick
(SB = down 6%)

[SBC-PR1]

BROADBAND

3.2% of premises were **unable to receive 2Mb/S Broadband** in 2016
(SB = 4.2%)

This ranged **within Teviot** from **0%** in the **least-affected neighbourhood** to **26.2%** in the **most-affected**.

[OfCom]

Teviot & Liddesdale had the highest levels of **digital exclusion** of the **5 localities** in 2017; particularly in **Hawick and Newcastleton**

[Scottish Borders Digital Inclusion Index 2017]

FREE SCHOOL MEALS

18% of Teviot's school roll received **Free School Meals** on grounds of low income in 2017-18
(SB Average 11%)
At school level within Teviot, this ranged from **8% to 41%**

[Seemis]

CLOTHING GRANT

23% of Teviot's school roll received **Clothing Grant** in 2016.

At **school level within Teviot**, this ranged from **12% to 47%**



[Seemis]

INCOME DEPRIVED

13.8% of Teviot's population was considered to be **income-deprived** in 2016.
(Scottish Borders = 9.7%; Scotland = 12.5%)

This ranged within Teviot from **5% in the least-deprived neighbourhoods** to **27% in the most-deprived**

[Seemis]

Teviot & Liddesdale Wards

POPULATION ESTIMATES AND PROJECTIONS

National Records of Scotland (NRS) estimates the population of **Teviot** to be

17,942 population
(15.6% of the Scottish Borders (SB))

16% aged 0-15
(SB = 16.3%; SCOT = 16.9%)

58.6% aged 16-64
(SB = 59.2%; SCOT = 64.4%)

25.4% aged 65+
(SB = 24.5%; SCOT = 18.7%)

(NRS 2017)



HAWICK & DENHOLM



9,331 Population

13,889 Hawick

695 Denholm



HAWICK & HERMITAGE



8,611 Population

13,889 Hawick

777 Newcastleton

Engaging with our Communities

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The Bridge (Roxburgh Office)
www.the-bridge.uk.net
Telephone: 01835 863554
Email: roxburgh@the-bridge.uk.net

Our Economy, Skills & Learning

Through the Area Partnership you told us your key priority for Teviot and Liddesdale is:

- Learning and training which is accessible and affordable and which meets the needs of all individuals including local employers

Other priorities that are important to the Teviot and Liddesdale community:

- Fast, reliable broadband and mobile connectivity for all communities and businesses
- Promote and support local and big business developments including Hawick's business incubator centre and offer support to businesses who need to diversify
- Promote alternative routes into employment, including the Centre of Excellence in Textiles
- Profile key areas for economic growth to inform business development and investigate opportunities for new industry
- Improve transport and road connectivity and consider the potential economic growth from connecting with Carlisle airport and Border Railway
- Increase the range of learning courses and qualifications available in the locality to reduce the need for people to travel / leave the area (added priority)
- Continue the development of a strong tourist offer and build on the profile created by Visit Scotland and Midlothian and Borders Tourism Action Group

Our Health, Care & Wellbeing

Through the Area Partnership you told us your key priority for Teviot and Liddesdale is:

- To communicate more effectively what treatment and support health services offer and to improve access to services

Other priorities that are important to the Teviot and Liddesdale community:

- Improve the availability and accessibility of services for people living in rural areas across Teviot & Liddesdale and Hawick
- Increase the availability of locally based rehabilitation services
- Increase the range of care and supporting options across the locality to enable people to remain in their own homes and communities
- Increase the range of housing options available across the locality
- Develop robust preventative services and early intervention for long term conditions
- Improve support for unpaid carers- including young carers
- Increase the availability and accessibility of local activities and information, including grants available, to improve health and well-being

Our Quality of Life

Through the Area Partnership you told us your key priority for Teviot and Liddesdale is:

- Improve communication of activities and services available in the locality and make it easier for groups to share their news

Other priorities that are important to the Teviot and Liddesdale community:

- Provide activities and learning opportunities which respond to the needs of children and young people with an emphasis on early intervention and education
- Have a clearer understanding of what levels of anti-social behaviour exist and how services can efficiently promote community safety
- Ensure leisure and culture services are accessible in rural and urban areas and are responsive to the needs of local users
- Encourage people to look after their local area and take pride in where they live

Our Environment & Place

Through the Area Partnership you told us your key priority for Teviot and Liddesdale is:

- Regenerate Hawick town centre and villages
- Use vacant land and empty buildings for housing and business opportunities

Other priorities that are important to the Teviot and Liddesdale community:

- A long term plan for environmentally friendly, sustainable housing and industrial building development and an increase in renewable energy projects
- Increase affordable and specialist homes to meet need in the locality
- Improve pathways around the locality to improve connectivity
- Extension of the Borders Railway

How we will measure success

The priorities identified in this plan have been used as the basis for the Teviot and Liddesdale Locality Action Plan. This action plan will help to track action and activities and to drive change in Teviot and Liddesdale. As this will be an ever changing document the action plan is available to download from Scottish Borders Council's website, www.scotborders.gov.uk/areapartnership or in hard copy from the Community & Partnerships Team.

The Teviot and Liddesdale Area Partnership will feedback every year on the progress made in delivering the priorities within this plan. By monitoring the progress we make, we can measure the difference made to local people and communities. Progress and achievements will be shared with the Community Planning Partnership and other public bodies as well as being shared and celebrated with the wider community.

We will continue to ask the community their views and encourage more people to participate in the Area Partnership. As the needs of the locality change, we will ensure the priorities and actions within the plan reflect these changes.

Other Local Plans for Teviot and Liddesdale

- Burnfoot Community Action Plan
- Future Hawick Hawick Action Plan
- Newcastleton & District Community Trust Community Plan
- Teviot Learning Community Partnership Plan
- Teviot & Liddesdale Health & Social Care Locality Plan



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Tweeddale Locality Plan 2020

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Tweeddale Area Partnership

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The Locality Plan is part of this process. It outlines the priorities of the Tweeddale area with a focus on reducing inequalities to improve the area for those who live, work and visit the area.

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This plan builds on the Scottish Borders Community Plan and sets out:

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- The commitment to work in partnership and use our shared resources ² in the most effective way to reduce inequality

In bringing together this plan we have asked, and will continue to ask, local people across Tweeddale what would make the area better.

Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

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This plan is structured around four themes:



Comments and feedback gathered at Area Partnership meetings to date have been prioritised to reflect what actions need to be undertaken in the Locality to make a difference.

Communities, community planning partners³ and local service providers⁴ will need to work together in partnership to plan and deliver better services that meet the needs of the people who use them.

At a Borders-wide level this is done through the Scottish Borders Community Plan and the Community Planning Partnership.

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What we know about Tweeddale

Key Facts and Figures

A selection of key facts and figures relating to the issues highlighted by our communities have been identified and detailed on this page. These present what data we have and what is known about the area, as well as a reflection against the Scottish Borders and national averages where possible.

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TOWN CENTRE FOOTFALL 2012-2016

up **2%** Peebles
[SB = down 6%]

[SBC-PR]

YOUTH UNEMPLOYMENT CLAIMANT RATE² ALL PEOPLE AGED 16-64

1.0% Tweeddale East
2.3% Tweeddale West
[SB = 3.4%; SCOT = 3.2%]

[ONS - JAN 19]

NEIGHBOURHOOD

29% of the people in Tweeddale live within the 10% most **access deprived** in all of Scotland
[SB = 27%]

[SIMD 2016]



COMMUNITY

An average rate² of **75.2 per year** died or were hospitalised due to a **road traffic accident** between 2015 and 2017
[SB = 72.6; SCOT = 59.2]

[ScotPHO]

SETTLEMENTS

29.5% of people live in a **settlements of under 500 people**
[Scottish Borders = 28.5%]

Larger settlements in Tweeddale:

8,535 Peebles	896 Cardrona
3,141 Innerleithen	695 Walkerburn
1,766 West Linton	

[NRS 2017]



BROADBAND

4.6% of premises were **unable to receive 2Mb/S Broadband** in 2016
[SB = 4.2%]

This ranged **within Tweeddale** from **0%** in the **least-affected neighbourhood** to **32.4%** in the **most-affected**.

[OfCom]

Tweeddale had the lowest average levels of **digital exclusion** of the **5 localities** in 2017; but **still higher in parts of Innerleithen, Peebles and Walkerburn**

[Scottish Borders Digital Inclusion Index 2017]

PROJECTIONS

The NRS projects that the population of **Tweeddale** will be **17,369** people by 2036

Of these:

17.4% will be aged **0-15**
[more than present]

49.7% will be aged **16-64**
[more than present]

32.9% will be aged **65+**
[more than present]

[NRS 2012-Based]

WELLBEING

34% of survey respondents in **Tweeddale** say they **sometimes or often feel lonely or isolated**.
[Scottish Borders = 33%]

81% of survey respondents say they **take part in moderate physical 30-minute exercise at least twice a week**.
[Scottish Borders = 78%]

[SBHS 2018/ScotPHO/SEEMIS]



Tweeddale Wards

POPULATION ESTIMATES AND PROJECTIONS

National Records of Scotland (NRS) estimates the population of **Tweeddale** to be

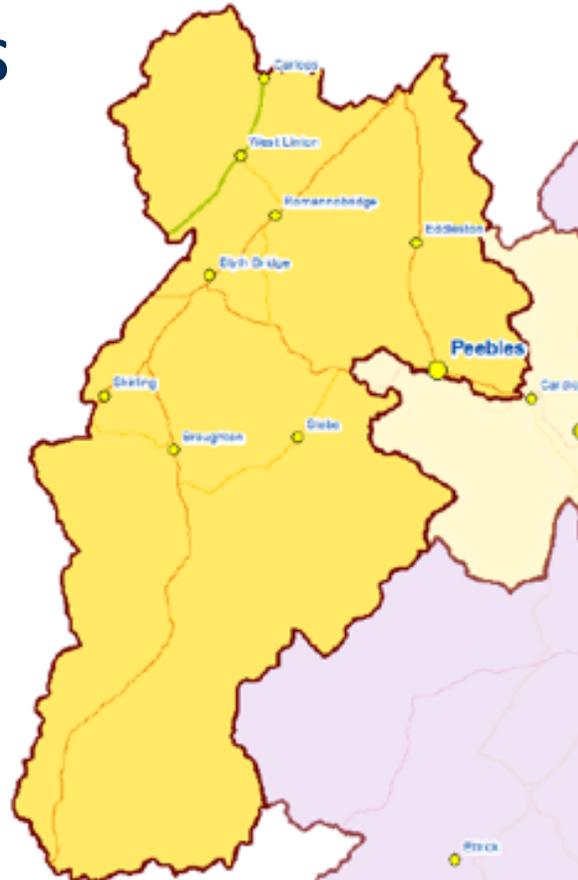
21,326 (Est 2017) **population**
 (18.5% of the Scottish Borders (SB))

18.1% aged 0-15
 (SB = 15.9%; SCOT = 16.9%)

59.4% aged 16-64
 (SB = 59.0%; SCOT = 64.4%)

22.5% aged 65+
 (SB = 25.1%; SCOT = 18.7%)

(NRS 2017)



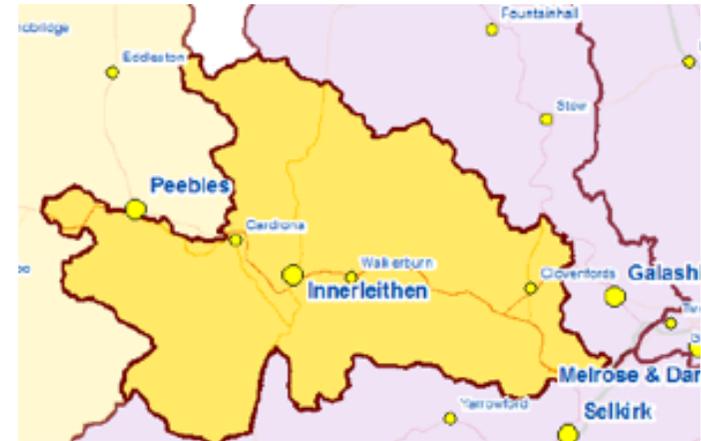
TWEEDDALE WEST



10,408 Population

8,535 Peebles

1,766 West Linton



TWEEDDALE EAST



10,918 Population

8,535 Peebles

896 Cardrona

3,141 Innerleithen

695 Walkerburn

Engaging with our Communities

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Email: enquiries@vcborders.org.uk

The Bridge (Tweeddale Office)
www.the-bridge.uk.net
Telephone: 01721 723123
Email: tweeddale@the-bridge.uk.net

Our Economy, Skills & Learning

Through the Area Partnership you told us your key priority for Tweeddale is:

- To improve and develop transport networks, connections and options - from, to and within Tweeddale

Other priorities that are important to the Tweeddale community:

- Review the availability and suitability of business premises
- Develop commercial / industrial sites and premises to encourage new business to the area
- To provide an “Enterprise and/or Community Hub” for start-ups and growth of businesses
- Enhance marketing and promotion of the Tweeddale tourism offer
- Improve broadband and mobile coverage
- Develop stronger links with colleges, schools and businesses to create a joint approach to education and upskilling the workforce
- Increase practical skills and knowledge for primary and early secondary school children & young people
- Create a mentoring model within the community to build knowledge, skills and confidence
- Increase training opportunities for local trades

Our Health, Care & Wellbeing

Through the Area Partnership you told us your key priority for Tweeddale is:

- To improve the availability, accessibility and connections to services for people living in rural areas and towns across the Tweeddale area to reduce loneliness and social isolation

Other priorities that are important to the Tweeddale community:

- Increase the availability of locally based rehabilitation services
- Increase the range of care and support options available (across the locality) to enable people to remain in their own homes and communities
- Increase the range of housing options available across the locality and plan for future housing needs
- Improve support for unpaid carers by providing a wider choice of support and assistance (including social events)
- Develop intergenerational community hubs

Safer Communities

Through the Area Partnership you told us your key priority for Tweeddale is:

- Community connections need to be further developed to share information and activities across the Tweeddale Area

Other priorities that are important to the Tweeddale community:

- Increase support to individuals to help them be active members of their community
- Reduce anti-social behaviour
- Create stronger links to the SBC Community Action Team (with a focus on road safety, speeding and pedestrian access) by increasing awareness of the CAT and how communities can feed into the CAT work programme

Our Environment & Place

Through the Area Partnership you told us your key priority for Tweeddale is:

- Ensure that Tweeddale residents have access to appropriate housing, and the environment is clean and safe

Other priorities that are important to the Tweeddale community:

- Improve the provision of suitable housing (sheltered, extra care, young people with disabilities) by developing a range of flexible accommodation for communities at every age and stage of life
- Tackle fuel poverty
- Identify opportunities where green space and access to green space can be improved and local access to growing projects can be developed
- De-cluttering and environmental improvement campaigns are undertaken in key streets/areas within Tweeddale locality
- Improve awareness and access to information, support and resources to increase energy efficiency.
- Increase the range of affordable and accessible housing options available across the locality, and plan for future housing needs

How we will measure success

The priorities identified in this plan have been used as the basis for the Tweeddale Locality Action Plan. This action plan will help to track action and activities and to drive change in Tweeddale. As this will be an ever changing document the action plan is available to download from Scottish Borders Council's website, www.scotborders.gov.uk/areapartnership or in hard copy from the Community & Partnerships Team.

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We will continue to ask the community their views and encourage more people to participate in the Area Partnership. As the needs of the locality change, we will ensure the priorities and actions within the plan reflect these changes.

Other Local Plans for Tweeddale

- Innerleithen Community Action Plan
- Newlands Community Action Plan
- Peebles Community Action Plan
- Tweedsmuir Community Action Plan
- Walkerburn Community Action Plan
- Tweeddale Learning Community Partnership Plan



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COMMUNITIES & PARTNERSHIPS TEAM

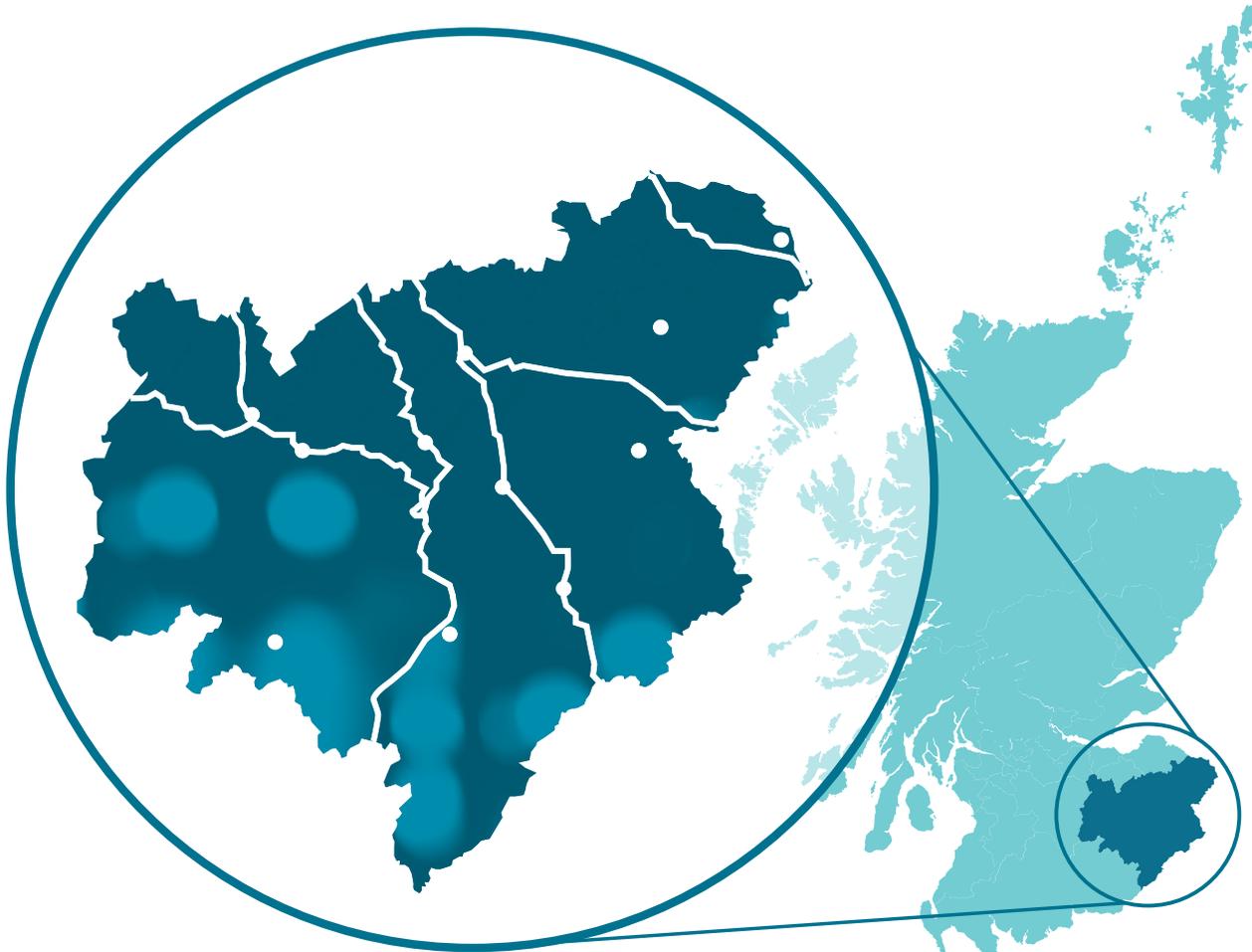
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Best Value Assurance Report

Scottish Borders Council



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
October 2019

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Key facts



Area



Population



Workforce
(number of full-time
equivalent employees)



Elected members
14 Scottish Conservative and
Unionist
9 Scottish National Party
9 Independent
2 Scottish Liberal Democrats



Council houses



2019/20
revenue budget¹



2019/20–2028/29
capital budget²



2019/20–2023/24
Savings required

1. The revenue budget covers day-to-day costs such as wages and the provision of services.

2. The capital budget covers the cost of major projects such as building schools and town centre regeneration projects.

Commission findings



- 1** The Commission accepts the Controller of Audit's report on Best Value in Scottish Borders Council. We endorse the recommendations set out by the Controller of Audit in his report and expect the council to act upon them.
- 2** We note that the council has steadily improved overall since our last Best Value audit in 2010 and has made some good progress with its transformation agenda since then. Its 'Fit for 2024' programme is, however, an ambitious next step in this agenda which will require further refinement and planning. It is early days in such a challenging programme and there are critical elements of Best Value that the council will need to develop further.
- 3** Members and officers should continue working well together to provide the leadership required to deliver further change. It will be important for the council to assure itself that it has the senior officer capacity to fulfil its ambitions. It is also crucial that the council demonstrates, through longer-term organisation-wide planning, how its workforce will be equipped for the future. Equally, progress with a development programme for members should help them to fulfil their responsibilities and enhance their skills.
- 4** It is encouraging that some key services have performed well and improved – particularly in education, aspects of social work, and in the council's extensive economic development activity.
- 5** The council should, however, be more effective in evaluating, managing and reporting its performance, bringing greater clarity on where and how its services need to improve. It also needs to get better at the reporting of performance – both in terms of information considered by members and in reporting to the public.
- 6** Such elements should support a stronger culture of continuous improvement throughout the organisation. Another significant element of such a culture is staff ownership of the council's ambitions for change – we urge the council to develop how it engages its staff in planning and delivering change.
- 7** Collaborative and partnership working will be key to advancing the ambitions of the council. Such working with NHS Borders and through the health and social care integration joint board needs to improve. The council now needs to make better progress with its community planning partners in delivering crucial elements of their community empowerment obligations, including resourced locality plans which identify community need and help community wellbeing.
- 8** We commend the council in taking the next steps in its ambitious transformation. Progress will be reported through the annual audit, and the Controller of Audit will update the Commission as appropriate.

Audit approach



1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Findings are reported each year through the [Annual Audit Report](#) . In addition, the Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council.

2. This is the first assurance report on Scottish Borders Council. The findings from a previous Best Value report on the council in 2010 are summarised in [Exhibit 12 \(page 49\)](#). This report aims to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a focus on the Commission's strategic audit priorities. We are looking for councils to demonstrate Best Value by showing continuous improvement in how they deliver services. The pace and depth of this improvement is key to how well councils meet their priorities in future.

3. Our audit approach is proportionate and risk-based and so reflects the context, risks and performance of the individual council. It also draws on the intelligence from audit and scrutiny work in previous years. In keeping with this approach, we conducted some initial work to identify risks and council initiatives to build into the scope of our audit. This included a review of previous audit and inspection reports and intelligence, a review of key council documents, initial meetings with senior officers and reflection on our wider public sector knowledge and experience.

4. [Exhibit 1 \(page 7\)](#) shows the areas we decided to focus on. Our detailed audit work was undertaken between January and May 2019 and included:

- interviewing elected members, senior officers and council partners
- observing a range of council and committee meetings
- discussion with trade unions
- reviewing documents and analysing data
- meeting focus groups.

5. We gratefully acknowledge the cooperation and assistance provided to the audit team by elected members, officers and the council's partner organisations. As part of the annual audit of the council, our future work will follow up the findings and recommendations in this report. It will also include more detailed audit work on other Best Value areas as appropriate.

Exhibit 1

Key areas of focus for our audit

The audit considered a broad range of issues.



Vision and strategic direction (Part 1)

The council's vision and strategic direction. This includes how well its leadership works together to deliver priorities set out in the council's *Corporate Plan 2018–2023 : Our plan and your part in it*.¹



Performance (Part 2)

- An assessment of how the council monitors trends in outcomes/ performance and the reporting of these, including the council's public performance reporting.
- The link between the council's self-evaluation, improvement actions and changes in outcomes for local people.



Use of resources (Part 3)

- Financial management.
- Procurement.
- How effectively the council uses workforce planning to support the delivery of its priorities.



Partnership working (Part 4)

- How well the council delivers services through partnership and collaborative working, including: the Scottish Borders Health and Social Care Integration Joint Board, arm's-length external organisations, the Edinburgh and South-East Scotland City Region Deal and community empowerment.



Continuous improvement (Part 5)

- Progress of the council's ongoing transformation programme.
- Progress against key judgements in the 2010 Best Value report.

Source: Audit Scotland

Key messages



- 1** The council has made steady progress overall since the 2010 Best Value audit. It has more to do to demonstrate Best Value on some matters including embedding and sustaining a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking. This would help it to more clearly evidence progress on its corporate and partnership-related objectives.
- 2** In 2017, the council saw many new elected members and offered a coordinated approach to induction. It now needs to support elected members through individual training plans. The council's vision for 2017–22 prioritises six strategic themes, reflecting long-standing challenges. Members and officers demonstrate a strong commitment to working together for the fulfilment of the vision, while effective governance arrangements ensure opportunity for challenge and scrutiny.
- 3** Since 2010 the council has made good progress with its transformation agenda. Recognising a need to increase its pace of change and be more innovative, the council began its challenging Fit for 2024 corporate transformation programme in February 2019. This is intended to be a five-year rolling programme that will improve how the council is managed and save a further £30 million. The council should continue to ensure there is sufficient capacity to implement this programme while continuing to deliver public services.
- 4** Performance is good or improving in the key service areas of education and social work. The council is below average on many other national indicators and reports that its performance is improving on around half of its own performance indicators. Residents are more satisfied with their council's services than national data suggest. Performance reporting to members and the public should be more comprehensive and clearer about why performance has deteriorated and what action is being taken.
- 5** The council demonstrates effective financial planning and management. It has a good track record of making savings but its financial outlook, like most other councils', remains challenging. Workforce management has developed slowly and planning the future workforce remains a key issue. The council has begun a programme to improve communication with staff but must do more to understand and act on their views.

- 6** The council is a key partner in complex and ambitious economic initiatives. Significant leadership and resources will be required to achieve their objectives. Partnership working with NHS Borders, through the integration joint board, could be improved. The council has made good progress with other aspects of joint working and recognises there are further opportunities for this. Where it provides services through arm's-length external organisations, the council recognises that the risk of potential conflicts of interest needs to be carefully managed.
 - 7** Implementation of the Community Empowerment (Scotland) Act 2015 has been slow in some respects. The council and the Scottish Borders community planning partnership need to finalise and implement its locality plans. It also needs to implement a performance management framework that can measure progress against the community plan and locality plans.
-

Part 1

Does the council have clear strategic direction?



From 2010 to 2018 the council made good progress with its transformation agenda.

In 2017, the council saw many new elected members and offered a coordinated approach to induction. It now needs to support elected members through individual training plans.

Members and officers demonstrate a strong commitment to working together for the fulfilment of the vision, while effective governance arrangements ensure opportunity for challenge and scrutiny. The council vision for 2017–22 prioritises six strategic themes, reflecting long-standing challenges.

The council should ensure there is sufficient capacity to implement its challenging Fit for 2024 corporate transformation programme while continuing to deliver public services.

The local context

6. The Scottish Borders covers 1,827 square miles and has a population of 115,300.² It is mostly rural, with dispersed settlements and no cities. Around a third of the population lives in settlements with fewer than 1,500 people. The Scottish Borders is one of the most sparsely populated Scottish council areas, with an average population density of 63 people per square mile, considerably lower than the Scottish average of 180.³ The economy largely depends on the public sector, agriculture, residual traditional industries and numerous small businesses.

7. The profile of deprivation across the Scottish Borders suggests relatively few households are sited in extremely deprived areas. Overall, 6.6 per cent of the population live in the 20 per cent most deprived of Scotland's 7,000 population datazones, with pockets of deprivation in Galashiels, Hawick and Selkirk.⁴ Data zones are small areas with roughly equal populations. Focusing on small areas helps to highlight the different issues in each neighbourhood.⁵

8. Demographic change in the Scottish Borders will have a significant impact on the demand for council services. The population forecast for 2016–41 expects changes including:

- The total population of the Scottish Borders is forecast to increase by 2.4 per cent (compared with 5.3 per cent for Scotland overall).
- The number of children (aged 0-15) is forecast to decrease by 0.6 per cent (compared with a 1.5 per cent decrease in Scotland as a whole).
- The number of people of working age is forecast to decrease by 5.6 per cent (compared with a 1.1 per cent increase in Scotland as a whole).
- The number of people of pensionable age is forecast to increase by 23.1 per cent (compared with a 25.1 per cent increase in Scotland as a whole).
- The number of people aged 75 or over is forecast to increase by 80.0 per cent (compared with an increase of 78.6 per cent in Scotland as a whole).⁶

9. The council's challenges also include:

- ensuring effective transport infrastructure, particularly across the road network and bus services, which affect access to education, employment and markets
- delivering services such as roads, schools, care for the elderly and waste management in dispersed, remote and rural communities.

Since the last Best Value audit in 2010, the council has made good progress with its transformation agenda

10. The council's Business Transformation Programme (BTP) for 2010–15 led to budget savings of £17.8 million. It was superseded by the Corporate Transformation Programme (CTP) in 2015, based around four themes: making best use of our people; working with our partners; looking after the Borders, and business process transformation. The CTP's 14 projects were reduced to five strands in 2018:

- digital transformation
- workforce transformation
- children and young people
- corporate landlord (including property assets and energy efficiency)
- health and social care (including adult services).

11. Progress with the BTP and the CTP was monitored by the corporate management team (CMT) and reported quarterly to the council's Executive Committee, with annual reports to full council meetings. In 2015/16–2018/19, the council reported £49.0 million of savings from its revenue budget, including £35.1 million of recurring savings ([Part 3](#)).

12. As well as participating in significant regional development projects over the last decade, including the reopening of the Borders Railway in 2015, the council has led numerous other developments, including:

- outsourcing information and communications technology to CGI
- developing a Digital Customer Access platform, which will help make the council more accessible to the public
- building three new primary schools, two new secondary schools and a new special school
- forming the Live Borders sport and leisure trust
- setting up SB Cares to provide adult social care services.

In 2017, the council saw many new elected members

13. The council has 34 elected members (members) across 11 multi-member wards. Like many Scottish councils, Scottish Borders Council lost a significant number of experienced members following the 2017 local government elections. Eighteen members were newly elected, ten of whom were in the new administration. The administration is a coalition between the Scottish Conservative and Unionist Party and an independent alliance, currently comprising four of the nine independent members ([Exhibit 2](#)).

14. With such a significant change in administration, the CMT has had an important role in supporting both administration and opposition members. It can take time for new members to fully understand and take ownership of policy direction. Over two years into their five-year term of office, many members told us they were still 'getting to grips' with their roles and responsibilities.

Exhibit 2

Changes in the council's political administration

Coalition administrations are a feature of the council.

	Current administration 2017–22	Previous administration 2012–17
Leader	Scottish Conservative and Unionist	Independent
Administration	14 - Scottish Conservative and Unionist 4 - Independent	9 - Scottish National Party 7 - Independent 6 - Scottish Liberal Democrats
Opposition	9 - Scottish National Party 5 - Independent 2 - Scottish Liberal Democrats	9 - Scottish Conservative and Unionist 3 - Independent

Source: Scottish Borders Council

The council's priorities have evolved since 2010

The political administration for 2012–17 prioritised four key areas

15. Following the 2012 elections, members in the council reached agreement on four key areas:

- general issues relating to the workings of Scottish Borders Council
- ensuring that economic development is a key driver for the administration
- investing in children and young people
- improving life in the Scottish Borders.

16. In 2013, the council's corporate plan for 2013–18 detailed a further eight priorities.

17. In 2014, the chief executive reported to a meeting of the full council that *'After two years, just over 70 per cent of commitments covered in the (2012 Ambitious for the Borders) Agreement have either been achieved fully or significant progress has been made. There is further work to do over the next three years to ensure that all the commitments made are addressed.'* The council adopted an updated Ambitious for the Borders document in 2015 with sustainable economic development as its top priority and produced an updated corporate plan for 2013–18.

18. In 2014, the council also led a strategic assessment of the Scottish Borders for the community planning partnership (CPP), which includes the council. The assessment identified three priorities: growing the economy, reducing inequalities, and maximising the impact of the low-carbon economy. An updated strategic assessment in 2016 took stock in relation to the Scottish Government's 16 national outcomes and reiterated the same three CPP priorities as in 2014.

The council's vision for 2017–22 prioritises six strategic themes, reflecting long-standing challenges

19. In 2017, the new political administration published *Connected Borders 2017–22: the vision of Scottish Borders Council's Administration*. It drew on evidence such as demographic and employment information, although it did not explain how the views of communities had been incorporated. The six themes relate to:

- connected communities
- communities of enterprise
- communities of beauty
- communities of wellbeing
- communities of caring
- communities that are empowered.

20. Four principles underpin the commitments made to realise the vision: consensus, equality, innovation and community. This document was formally adopted as the council's vision in September 2017.⁷ It reflects long-standing

challenges in the area, such as its predominantly rural geography, transport networks and the importance of education in relation to economic development.

21. In February 2018, the council produced its current *Corporate Plan: Our plan for 2018–2023 and your part in it*.⁸ It covers an overlapping period from the Connected Borders vision statement, with four related themes which cover issues similar to the six strategic themes adopted by the council five months earlier:

- our services for you
- independent, achieving people
- empowered, vibrant communities
- a thriving economy with opportunities for everyone.

22. The council also led the production of the CPP's Local Outcomes Improvement Plan (LOIP) for people in the Borders, in May 2018 ([Part 4](#)). Termed the 'Community Plan' by the council and its partners, its four themes are related to those in the council's current vision and corporate plan.

Members and officers demonstrate a strong commitment to working together for the fulfilment of the vision, while effective governance arrangements ensure opportunity for challenge and scrutiny

The council adopted a new executive and scrutiny structure in 2015

23. Two of the council's key committees are the Executive Committee and the Audit and Scrutiny Committee. Currently, the Executive Committee comprises members of the political administration and is the key decision-making and monitoring committee. For example, quarterly budget monitoring reports are presented to this committee for monitoring and control purposes, including the year-end financial position. The Audit and Scrutiny Committee has both administration and opposition members. As part of its scrutiny function, it reviews the implementation of policy decisions on a wide range of topics, such as the implementation of the council's information technology strategy and its handling of major property issues. Both committees operate effectively. The council also appoints members to the Scottish Borders Health and Social Care Integration Joint Board (IJB) ([Part 4](#)).

The council plans and delivers services in five geographical localities

24. The five localities are Berwickshire, Cheviot, Eildon, Teviot and Liddesdale, and Tweeddale. They also form the basis of the council's leadership of community planning in the Scottish Borders, and of the work of NHS Borders and the IJB. Each locality has an area partnership that aims to bring together key organisations, groups, businesses and individuals from across the public, private and third sectors and local communities. Meetings of the area partnerships are attended by council members and are open to the public, with their documents on the council's website.

Scrutiny works well

25. In committee and full council meetings, we observed the effective scrutiny and challenge of officers' reports. Some members told us that their council work would benefit from more concise committee reports being provided sooner than the current one week in advance of a meeting, to allow more time for consideration. They recognised this is not always feasible. Working relationships between members and officers are respectful and constructive. Members have good access to the CMT and other officers for queries, guidance and information.

Risk management has room for improvement

26. In 2018, the Audit and Scrutiny Committee approved a refreshed risk management policy and a three-year risk management strategy. The corporate risk register and all service risk registers are reviewed quarterly, with good arrangements for reporting on risk to the CMT and members. In May 2019, the council's Internal Audit function reported to the Audit and Scrutiny Committee that:

- There was a gap in linking corporate and service risk registers to business plans and the business planning process.
- Where mitigating actions were required, they should be matched to relevant risks so that managers have an overview of all key performance indicators, actions and risks in one place.
- This will require ongoing engagement with risk owners.

Service planning is effective

27. In 2016/17, the council had three-year business plans for each key service. From 2018/19, financial, business and people planning was integrated, with a focus on meeting significant financial savings. The integrated plans were refreshed for 2019/20. Each service area detailed its spending and savings plans along with an explanatory narrative. The integrated plans could be improved through adopting a consistent approach to plans between departments, and sharing of best practice.

Training and support for members needs tailored to their individual needs, based on previous induction and briefing events

28. The induction of members elected in 2017 was well organised by officers and was appreciated by members. Members who were elected to the council for the first time faced a steep learning curve. Some induction events were available to all members while participation was mandatory for members of certain committees, such as on licencing and planning matters. Subsequently, support for all members has primarily involved officers offering members a series of briefings.⁹ Many members told us that they found the briefings topical. However, they could be made more accessible to members by being made available online.

29. At the time of the audit, the council had not developed individualised training plans for members – something it should have made more progress on. In 2016 our report [*How councils work: Roles and responsibilities in councils – Are you still getting it right?*](#)  explained the importance of continuing professional development (CPD) in equipping members with the skills and tools they need. The council intended to start a members' development programme in September 2019. Discussions were also under way with the Improvement Service to use its members' CPD framework and to include personal development plans for members.

Recognising a need to increase its pace of change and be more innovative, the council began its Fit for 2024 corporate transformation programme in February 2019

Fit for 2024 is a challenging programme of work

30. Fit for 2024 is intended to be a five-year rolling programme of corporate transformation aimed at improving how the council is managed and achieving a further £30 million of budget savings.¹⁰ It emphasises the importance of a cross-

cutting approach and of the programme being driven corporately. Its seven main aspects are covered more fully in [Part 5](#):

- a whole-council service review and redesign programme
- enhancing community engagement, participation and empowerment
- making best use of physical assets, assisted by a corporate landlord model
- investing in well-planned and designed digital solutions
- developing the workforce's skills, flexibility and working patterns
- optimising partnership resources
- making process and productivity improvements.

“ It is a fair assessment to suggest that the outlook for the council remains extremely challenging... It should be recognised that Fit for 2024 raises fundamental questions about the future shape of Scottish Borders Council.

Fit for 2024

”

The council has been proactive in providing direct support to partnership initiatives through secondments but must ensure it has capacity to implement the Fit for 2024 programme while continuing to deliver public services

31. The council has been proactive in supporting wider partnership initiatives through secondments of some of its senior officers. The council views these opportunities as providing unique insight and access to shape economic development, and as a means of the council realising its ambitions for the area.

32. Both the council's executive directors spend the majority of their time on secondment in lead roles within other organisations. The Executive Director for Commercial Activity is also the managing director of SB Cares four days a week [Exhibit 3 \(page 17\)](#). This arm's-length external organisation (ALEO) was established by the council to provide adult social care services.

33. The Executive Director for Strategic Partnerships is seconded to the Scottish Government for three days a week to help establish the South of Scotland Enterprise Agency.

34. The CMT also has roles in two ongoing major economic development initiatives: the Edinburgh and South-East Scotland City Region Deal and the Borderlands Inclusive Growth Deal [\(Part 4\)](#).

35. While this is a positive and innovative approach aimed at realising the council's wider ambitions, it must continue to ensure that there is sufficient capacity to deliver local services and its Fit for 2024 programme commitments in a sustainable way.

Exhibit 3

Corporate management team structure

CMT members have lead roles plus cross-cutting roles that they manage in the council and with its partners.

	<h4>Statutory officers</h4>	<h4>Other or cross-cutting roles include</h4>		
	<ul style="list-style-type: none"> • Chief executive officer • Chief social work officer • Chief financial officer • Monitoring officer 	 	<ul style="list-style-type: none"> - Public protection Business improvement - 	
	<h4>Executive directors</h4>	<h4>Other or cross-cutting roles include</h4>		
	<ul style="list-style-type: none"> • Commercial • Strategic partnerships 	 	<ul style="list-style-type: none"> Managing director of SB Cares Economic development 	
	<h4>Service directors</h4>	<h4>Other or cross-cutting roles include</h4>		
	<ul style="list-style-type: none"> • Assets and infrastructure • Children and young people • Customer and communities • Human resources, transformation, communication • Regulatory services 	   	<ul style="list-style-type: none"> Maximising capital investment through collaboration and partnership Reducing inequalities Community engagement Employability - 	
	<h4>Joint roles with NHS Borders</h4>			
	<ul style="list-style-type: none"> • Chief officer, health and social care integration • Director of public health 		<ul style="list-style-type: none"> - - 	

Source: Scottish Borders Council

The council needs its staff to buy in to implementing Fit for 2024

36. The success of Fit for 2024 will depend on the active participation of staff from across the council. They need to feel informed, involved, valued and motivated. We found evidence of staff lacking awareness of their role in the programme and how it affects them. Staff who are not office-based, such as those in roads maintenance depots and waste services, are at greater risk of feeling disconnected and disengaged.

37. The CMT recognises that it needs to increase its visibility and engagement with staff at this critical time to drive progress. In particular it is aware of the need for more and better-quality engagement with staff about their role in Fit for 2024. Practical steps to enhance communication are at an early stage and at the time of the audit:

- The council had developed an online staff e-magazine, with contributions from CMT members.
- A staff web page about Fit for 2024 had been set up.
- In July 2019, over 100 staff attended a briefing on Fit for 2024, led by CMT members, in the council's headquarters. Staff had an opportunity to ask questions and raise their concerns.
- CMT members and other senior officers were involved in an ongoing series of staff engagement events, including visits to depots and other local facilities.

Part 2

How well is the council performing?



Performance is good or improving in the key service areas of education and social work.

The council's performance was maintained or improved on 68 per cent of national indicators relevant to its priorities and services between 2013/14 and 2017/18. Its performance remained below the national average on many.

The council reports improvements on around half of its own performance indicators.

Residents are more satisfied with their council's services than national data suggest.

The council needs to embed a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking.

Public performance reporting should be clearer and more comprehensive about why performance has deteriorated and what action is being taken.

Performance is good or improving in the key service areas of education and social work

38. The Local Government Benchmarking Framework (LGBF) enables a council to compare its performance with that of other councils and the average for all councils. Performance relative to other councils can be gauged by considering how all councils are performing, from highest to lowest for each indicator, and dividing relative performance into four equal bands or quartiles. Quartile 1 contains the best-performing councils and quarter 4 contains the poorest-performing councils.

Education services continue to perform well overall. Outcomes for children are above the national average and improving

39. The council's performance against the LGBF indicator for the proportion of pupils entering 'positive destinations' improved from an already-high level, from 94.4 per cent in 2013/14 to 95.8 per cent in 2016/17. Positive destinations include higher education, further education, training, voluntary work and employment.

40. Performance improved for pupils' average total educational tariff. Also improved was the proportion of pupils from the most-deprived areas, who gained five or more awards at both Scottish Qualifications Framework (SQF) Level 5 and Level 6.¹¹ Indicators of school attendance and exclusion rates improved from 2010/11–2016/17.

41. Education Scotland inspected community learning and development (CLD) services in the Scottish Borders in 2017. Key strengths included leadership, impact for participants and focus on equality.

42. In April 2018, Education Scotland found there was strong strategic leadership in education and children's services and increasing strengths in the council's approach to quality improvement.¹² The council had appropriate governance for ensuring educational provision was well organised and well led. Scrutiny outcomes, including inspections, were positive overall. Outcomes for children and young people were often above the national average and generally improving.

43. In October 2018, Education Scotland reported very good progress on its follow-up to a validated self-evaluation of educational psychology services (EPS) in August 2017.¹³

Social work and social care services' performance is mixed but improving

44. From 2013/14 to 2016/17, three LGBF indicators improved:

- the proportion of children being looked after in the community improved from 84.4 to 88.6 per cent and from seventh to fourth in the family group
- the proportion of child protection re-registrations within 18 months improved from 13.9 to 3.9 per cent and from seventh to third in the family group
- the proportion of looked after children with more than one placement in the last year improved from 20.7 per cent to 18.9 per cent and from third to first in the family group.

45. The council's performance on the proportion of people aged 65 or over who have long-term care needs and receive personal care at home was sustained between 61 per cent and 64 per cent, with some variations year-to-year. Although above the family group median in 2013/14, the council's performance fell below it during this period.

46. The Community Planning Outcomes Profile (CPOP) helps to assess whether the lives of people in a community are improving, using a set of core measures of important life outcomes. Of the six CPOP indicators linked to social care and wellbeing, three improved from 2013/14 to 2017/18 including wellbeing, fuel poverty and emergency hospital admissions. The rate of improvement in emergency admissions and in fuel poverty was better than for the family group. By contrast, performance on three CPOP indicators declined, including early mortality, the fragility index and unplanned hospital attendances – which rose by 19.3 per cent, and by more than for the council's family group overall. The fragility index is compiled from three measures: overall depopulation in a community, the ratio of older people to the working age population and rural depopulation. It indicates the size of challenge presented by a changing population in a CPP's area.

47. In June 2016, the Care Inspectorate reported positively overall on an inspection of services for children and young people.¹⁴ Its recommendations were addressed in the CPP's integrated children and young people's plan 2017–20 and in its action plan for 2018–19. Unfortunately, an updated integrated children and young people's plan for 2018–21 did not specify timescales for planned improvements.¹⁵

48. The Care Inspectorate and Healthcare Improvement Scotland inspected health and social work services for older people, from October 2016 to February 2017.¹⁶ The delivery of key processes, strategic planning and plans to improve services, leadership and direction were assessed as 'weak'. The IJB has since developed an improvement plan to address the inspection's recommendations. A progress report in May 2018 showed some improvement actions needed completion deadlines. A progress review by Healthcare Improvement Scotland and the Care Inspectorate is under way.

49. In April 2019, the Care Inspectorate reported on a criminal justice social work inspection, which focused on people subject to community payback orders. The council was 'good' in terms of its impact on people who have committed offences, and at assessing and responding to risk and need. Operational managers supported staff well. Areas assessed as 'weak' were: improving the life chances and outcomes for people subject to a community payback order, and leadership of improvement and change. There was a lack of governance and oversight from senior officers and elected members and no performance management structure in place to drive service improvement.¹⁷

Economic development services' performance is good and improving

50. The economy has been a long-standing council priority and the council reports that performance has improved against a number of indicators including:

- The number of businesses supported by the Business Gateway increased from 1,085 in 2016/17 to 1,497 in 2018/19, an improvement of 38 per cent.
- Twenty-six contracts containing community benefit clauses were awarded in 2018/19, an increase of five (24 per cent) from the 21 awarded in 2017/18.
- The number of affordable homes delivered was substantially above the council's annual target of 128 homes – 145 in 2017/18 and 191 in 2018/19.

51. On ten relevant LGBF indicators, performance improved on five, remained the same for two indicators, and declined on three. The average time to process a business or industry planning application improved and the council remained first in its family group, although performance declined for the cost per application. The proportion of immediately available development land as a percentage of total land nearly trebled from 13 per cent in 2014/15 to 37 per cent in 2017/18.

52. The number of Business Gateway start-ups per 10,000 population decreased slightly from 20.4 in 2013/14 to 19.5 in 2017/18. While the council remained fourth in its family group, its performance in 2017/18 was substantially above that for Scotland. There was more investment in economic development and tourism, but performance remained below the Scottish average and in the bottom three councils of its family group.

53. Performance improved for four economy-related CPOP indicators and declined for one, between 2013/14 and 2017/18. The indicators for which performance improved were the proportion of people receiving out-of-work benefits, the employment rate, median earnings and the proportion of business start-ups surviving. The business survival rate for the council's area is similar to that for its family group and for Scotland overall.

54. Economic development is a council priority, and the employment rate improved slightly from 74.1 per cent to 74.8 per cent. This was above the level for Scotland overall at 73.6 per cent, although national and family group improvement was faster over the same period.

Performance has been maintained or improved on 68 per cent of national performance indicators between 2013/14 and 2017/18

55. We analysed the council's performance for 44 LGBF indicators that are relevant to its priorities and services, and which have been reported on consistently from 2013/14 to 2017/18. In this period, the council's performance was maintained or improved on 25 (68 per cent) of the 44 indicators, in absolute terms ([Exhibit 4](#)). National LGBF data for 2018/19 have not yet been published.

Exhibit 4

Changes in the council's performance from 2013/14 to 2017/18

From a total of 44 comparable LGBF indicators, performance improved for 25 and declined for 14.

	Long-term performance, 2013/14 to 2017/18	Indicators	
		Number	Percentage
	Improving performance	25	57%
	No change in performance	5	11%
	Declining performance	14	32%

	Performance compared to Scottish average, 2017/18	Indicators	
		Number	Percentage
	Better performance (by over 10 per cent)	8	18%
	Similar performance (within 10 per cent of the Scottish average)	16	36%
	Worse performance (by over 10 per cent)	20	46%

Notes:

Our analysis excluded:

1. Indicators for the cost of providing a service – because the size of the cost could be ambiguous. A higher cost could indicate investment in higher quality, and a lower cost may not mean better value for money.
2. The indicator for the proportion of the highest-paid five per cent of employees who are women – because it does not have a bearing on the quality of a council's public services.
3. Five indicators related to housing – because Scottish Borders Council does not own council houses.

Source: Improvement Service

56. From 2013/14 to 2017/18, the council's performance declined for 14 indicators and declined by a margin of ten per cent or over on the following four indicators:

- quality ratings for children's early years' service providers – performance declined from 97.5 per cent of providers graded 'good' or 'better' for all quality themes, to 87.5 per cent
- the proportion of invoices sampled that were paid within 30 days – performance declined from 90.2 per cent to 78.0 per cent
- the proportion of procurement spent on local small/medium enterprises – performance declined from 28.5 per cent to 23.1 per cent
- the proportion of internal floor area of operational buildings in satisfactory condition – performance declined from 91.6 to 62.1 per cent.

57. In 2017/18, the council performed above the Scottish average by ten per cent or more for eight indicators (18 per cent) but was over ten per cent below average for 20 indicators (46 per cent), including:

- the proportion of unemployed people assisted into work by council-funded or operated employability programmes – 4.2 per cent (Scotland average 14.4 per cent)
- investment in economic development and tourism per 1,000 population – £43,132 (Scotland average £91,779).

The council's performance was below the national average on most indicators between 2013/14 and 2017/18

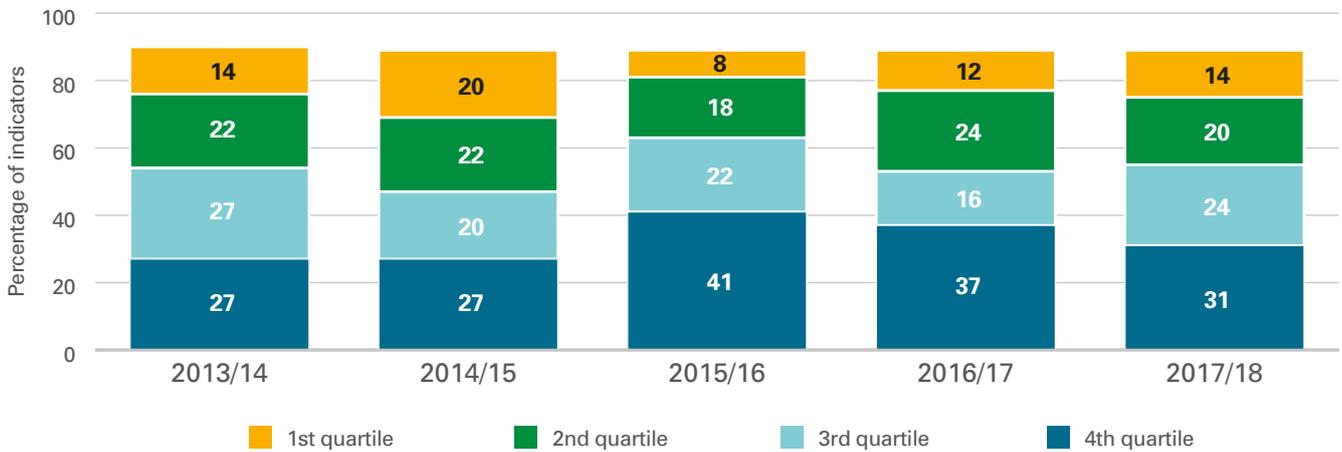
58. The council's performance has varied over time. [Exhibit 5 \(page 24\)](#) uses the same 44 indicators as [Exhibit 4 \(page 22\)](#). The proportion of the council's indicators in the upper two quartiles improved from 36 per cent in 2013/14 to a peak of 42 per cent in 2014/15 before falling back to 34 per cent in 2017/18. This means that the council consistently performed below the Scottish average for most of the 44 LGBF indicators we analysed.

59. Budget pressures influenced performance in services where the council reduced funding. These included leisure services, where budget reductions affected service quality – something the council had anticipated.

Exhibit 5

The council's LGBF relative performance, 2013/14 to 2017/18

During this period, the council's performance was below average for a majority of indicators.



Notes:

1. Measuring the council's performance involved considering how all councils performed, from lowest to highest for each indicator. From this, it was possible to see how one council compared with all others. Relative performance against other councils was divided into four equal bands, or quartiles. The first quartile contained the best-performing councils for that indicator and the fourth quartile contained the poorest-performing councils.
2. The figures in each column do not total to 100 per cent because of rounding effects and because five LGBF indicators for the performance of housing services do not apply to this council, as it does not own council houses.

Source: Audit Scotland; and Improvement Service

The council reports improvements on around half of its own performance indicators

60. Since 2018/19, the council has aligned its performance management framework with its current corporate plan, and it presented its first quarterly report in this revised format to the Executive Committee in September 2018. The 2018/19 summary report rated the council's performance as 'green' ('improved') for 26 (52 per cent) of the 50 indicators it used [Exhibit 6 \(page 25\)](#).

Performance was 'amber' ('deteriorated') for 17 indicators (34 per cent) and was 'grey' ('flat' or no comparator existed) for seven indicators (14 per cent).

Local residents are more satisfied with council services than national data suggest

61. The LGBF uses nine indicators of service users' satisfaction with council services. These are based on national surveys such as the Scottish Household Survey (SHS).

Exhibit 6

The council's performance in 2018/19

In 2018/19, the council rated 52 per cent of its 50 indicators as green, meaning 'improved performance'.

Priority	Number of indicators			Total
	→	↓	↑	
Our services for you	2	8	10	20
Independent, achieving people	3	4	6	13
Thriving economy, with opportunities for everyone	2	2	4	8
Empowered, vibrant communities	-	3	6	9
Overall (number)	7	17	26	50
Overall (per cent)	14	34	52	100

Note: Since the previous year: Amber arrow = performance was 'flat' or no comparator existed. Red arrow = performance deteriorated. Green arrow = improved performance.

Source: Scottish Borders Council

62. Recent national data shows that satisfaction has declined across Scotland for all council services and this is also the case in the Scottish Borders ([Exhibit 7, page 26](#)). Satisfaction with the council's services declined from 2012–18 on eight of the nine indicators and declined for four services at a faster rate than the national average. In 2018, the council was rated among the eight weakest councils on five indicators, including four indicators for which it was among the three weakest councils. This includes satisfaction with parks and open spaces, leisure facilities, libraries and museums and galleries. The council needs to better understand the reasons behind its relatively poor performance.

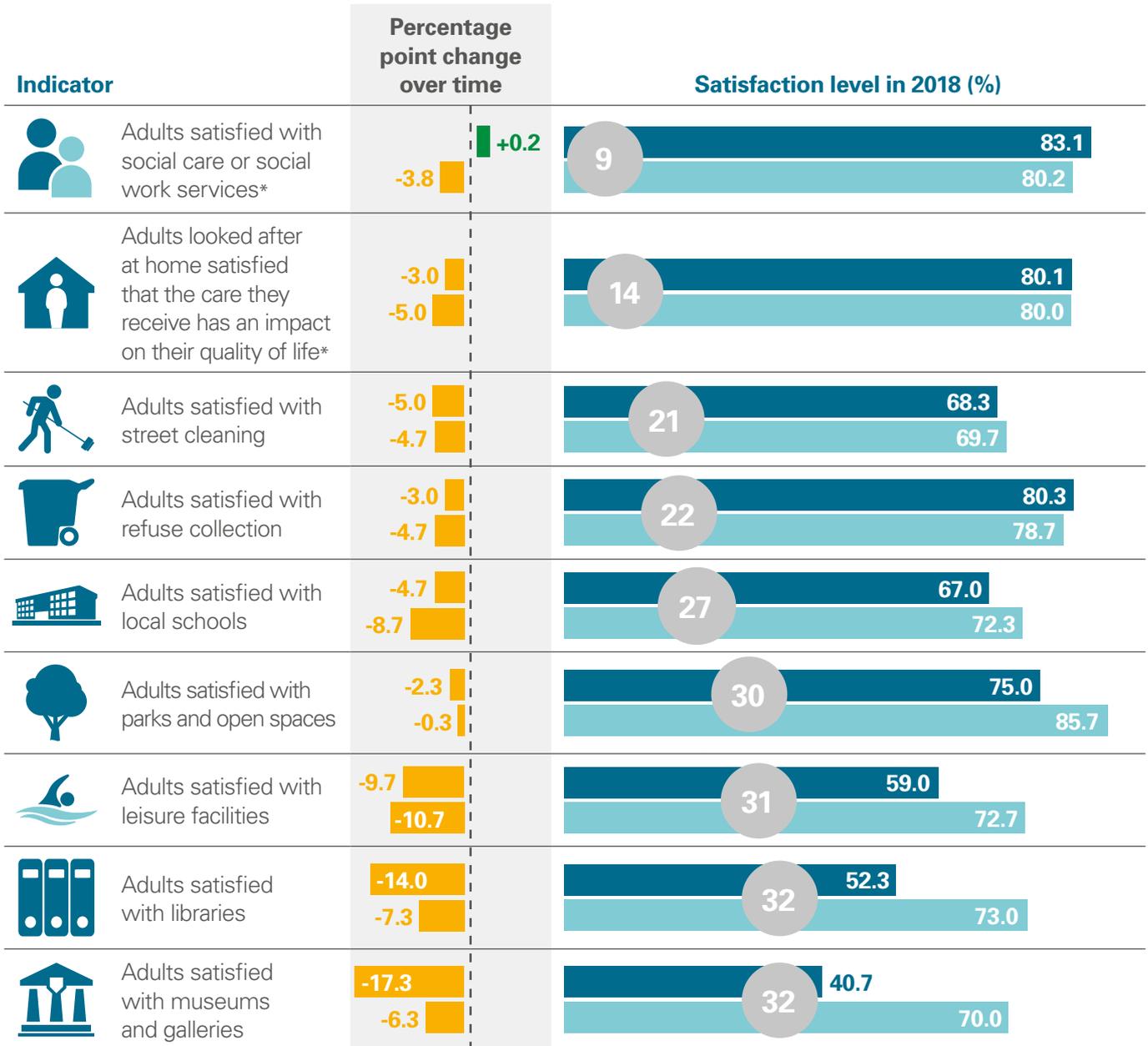
63. Since 2006, Scottish Borders Council has conducted a household survey to gather customer views of council services and life in the Scottish Borders. In the 2018 survey, 905 responses were received. The results were reported to the council's Executive Committee in February 2019.¹⁸ Feedback included:

- 55 per cent rated Scottish Borders Council as 'good' or 'excellent'
- 55 per cent 'agreed' or 'strongly agreed' that the council is good at letting people know how well it is performing
- 54 per cent 'agreed' or 'strongly agreed' that the council provides high-quality services
- 40 per cent 'agreed' or 'strongly agreed' that the council does the best it can with the money available (compared to 39 per cent for the Scotland average in the Scottish Household Survey)
- 31 per cent 'agreed' or 'strongly agreed' that the council designs services for the people who use them.

Exhibit 7

Customer satisfaction with council services, 2012–2018

Satisfaction with council services declined faster than the national average on four LGBF indicators.



■ Borders ■ Negative change ■ Positive change Scottish Borders Council rank (out of 32)

■ Scotland

Note: Indicators marked ‘**’ are from the Scottish Health and Care Experience Survey and presented for 2014/15 and 2017/18, ranked by 2017/18 data. A rank of 1 shows the best performing Scottish council and 32 shows the weakest one.

Source: Improvement Service

64. In individual services, results from the council's survey included:

- 83 per cent of respondents were satisfied with the kerbside waste collection service, whereas the LGBF data showed 80 per cent of adults were satisfied with refuse collection
- 77 per cent of respondents were satisfied with sport and leisure facilities, compared with 59 per cent for the corresponding LGBF indicator
- 59 per cent of respondents were satisfied with libraries, compared with 52 per cent for the corresponding LGBF indicator
- satisfaction with schools ranged from 68 per cent of respondents in Berwickshire to 81 per cent in Cheviot, compared with 67 per cent for the Scottish Borders overall according to the corresponding LGBF indicator.

65. The council found that a lower budget for parks and open spaces impaired its ability to conduct maintenance consistently at previous levels. Policy changes in 2018, such as changing the grass-cutting cycle from every ten days to every 20 days, partly explain the fall in satisfaction. The council has met with community councils and groups to discuss service changes and understand their impact.

66. The delivery of leisure facilities, libraries, museums and galleries is the remit of Live Borders, an ALEO established by the council. Live Borders does not survey customer satisfaction directly. Since 2018, its service managers have reviewed a quarterly 'net promoter score survey' and customer feedback to establish how services are viewed. Visitors to museums and galleries are encouraged to give feedback online through TripAdvisor.

The council needs to embed a culture of continuous improvement throughout the organisation

Benchmarking practice is inconsistent across the council

67. The Accounts Commission requires councils to report their performance using the national LGBF data. Although the council does this, it is unclear how it utilises the data to pursue service performance improvements systematically. Benchmarking is applied in some service areas including education and complaints handling, but the council should embed proactive, systematic use of this approach to drive performance improvements across all services.

There is room to improve performance reporting

68. Officers submit quarterly performance reports to the Executive Committee and an annual report in June each year. Members' scrutiny of the information reported to them is generally good. The Executive Committee has no opposition members, but opposition members can publicly scrutinise and challenge performance information in a meeting of all members in full council meetings.

69. In addition, officers invite all members to attend a private annual briefing on the council's performance. However, in January 2019, fewer than half of members (15 of 34) attended a briefing arranged by officers and no meeting record was kept.

70. Performance reports to the Executive Committee highlight activities that will affect performance in each corporate theme. However, they lack a clear, succinct

overview of the council's position. Also, and the number of indicators and the amounts of performance information provided vary significantly across the four corporate themes. There is insufficient explanation of areas identified for improvement.

71. The council's graphical public performance reporting (PPR) summary for 2018/19 makes it difficult for members and the public to gain a clear overview of the council's changing performance. It would be helpful to distinguish actual performance on an indicator from the performance trend to clarify, for example, situations where:

- performance was at a very high level and a small decrease is acceptable
- performance was adequate, and remains relatively unchanged over time
- performance was poor and any deterioration is not acceptable.

72. There is scope for performance reporting to more clearly and consistently include concise information on reasons for under-performance and actions to address these, helping drive planned continuous improvement. Although the council compares itself against its family groups for relevant LGBF indicators, this material is not part of the PPR summary and is not published on the council's website in a timely way.

Part 3

Is the council using its resources effectively?



The council demonstrates effective financial planning and management. It has a good track record of making savings but the financial outlook remains challenging.

Workforce management has developed gradually and workforce planning remains challenging. The council has begun a programme to improve communication with staff but must do more to understand and act on their views.

Procurement performance is good and improving.

The council demonstrates effective financial planning and management

Budget scrutiny is effective

73. Scrutiny of financial performance is delegated to the council's Executive Committee, which receives quarterly revenue and capital monitoring reports from officers. Financial reports include: commentary on performance, details of how performance differs from budgets, reasons for the variances and any necessary changes to budgets or reserve balances. These comprehensive reports facilitate transparency and openness. There is sufficient monitoring of financial information during the year, with members providing effective scrutiny.

A revenue plan with a five-year timespan is updated annually

74. The council has developed five-year revenue plans annually since 2013/14. The 2017/18 external audit recommended that the council should introduce high-level, longer-term scenario planning for the next ten years. This began with the 2018/19 revenue budget.

The council consults stakeholders online about its budget

75. The budget-setting process includes input from services and contributions from stakeholders and residents, with the council using an online Dialogue Community Engagement Tool to seek ideas and comments. The 2019/20 budget was discussed at meetings of all five locality partnerships ahead of the full council meeting that set the budget in February 2019.

A capital planning strategy spanning ten years is updated annually

76. A ten-year capital plan is prepared annually as part of the budget-setting process. The capital investment strategy for 2019/20 links the council's

investment priorities to the themes of the current corporate plan. Although there has been some slippage each year, the council has generally implemented its capital plans effectively.

77. The capital plan for 2019/20–2028/29 anticipates £386 million of investment, including £171 million in the three-year operational plan and the remaining £215 million within a seven-year strategic plan. The largest items of spend are roads and bridges infrastructure (£80 million), the Hawick flood protection scheme (£52 million) and the new Hawick High School (£40 million). The plan will be funded by the general capital grant (£155 million), Scottish Government grants (£70 million), developer contributions (£1.2 million), external grants (£16 million), capital receipts (£5.0 million), the plant and vehicle replacement fund (£20 million), the synthetic pitch replacement fund (£4.2 million) and borrowing (£115 million).

The council has a clear policy for managing its reserves

78. The council reviews the level of its uncommitted financial reserves when setting its budget each year. The review is based on an assessment of corporate risks, with each risk being assigned a likely financial value as well as a likelihood of the risk occurring. The council expects that it is unlikely all risks would transpire simultaneously. Earmarked reserves are maintained to fund specific initiatives, such as the council's energy efficiency fund.

79. The 2019/20 budget planned to maintain an unallocated General Fund reserve of £6.3 million. The unallocated balance projected at 31 March 2019 equated to 2.2 per cent of the council's net revenue expenditure and was sufficient to cover 54 per cent of the risks identified in the finance risk register should they be realised.

80. The council has largely maintained its level of usable reserves in recent years, with a total General Fund balance of £17.5 million in 2018/19 compared to £17.2 million in 2013/14. The council is in the third quartile of councils for its level of usable reserves compared to its net revenue stream. However, the council considers its level of reserves provides sufficient contingency for unforeseen costs.

Asset management planning works well

81. Asset management plans align with the objectives and priorities detailed in the council's current corporate plan. The council is adopting a corporate landlord model that centralises all estate-related budgets, decision-making and activities within one core team. Council service departments now need to make a business case for the property that they wish to deliver a service from, which helps the council to provide sufficient space but no more space than is required. This approach applies to all capital and revenue investment proposals.

82. The Executive Committee agreed in January 2015 to adopt a long-term, strategic approach to the council's school estate. A report to the committee in September 2016 identified the need for a phased School Estate Review, following nine consultation events in high schools in March 2016.

83. In April 2017, the council undertook a statutory consultation process about proposals to build increased school capacity in Jedburgh. This is to replace the town's nursery, primary and secondary schools and ensure additional support needs provision. After extensive consultation work, the council agreed in December 2017 to establish a multi-purpose intergenerational learning campus in Jedburgh, which is on track to open in spring 2020 as the Jedburgh Grammar Campus.

The outsourcing of ICT services proved to be a challenging journey

84. In March 2016, the council decided to outsource its ICT services to an external company, CGI UK Ltd (CGI), as part of a 13-year contract worth £92 million. The contract was based on a contract previously negotiated between the City of Edinburgh Council and CGI under Public Sector Partner procurement guidelines. Through its contract with Scottish Borders Council, CGI is responsible for implementing a range of major ICT changes including:

- replacing the council's hardware systems
- replacing its finance and human resources systems with a new integrated system: Business World enterprise and resource planning system (ERP)
- providing enhanced cyber security arrangements and new offsite back-up facilities
- developing a digital customer access (DCA) system to help the public access council services more easily, and at lower cost to the council.

85. The agreement with CGI has allowed the council to access the technical expertise and support of a major international company, as well as address risks with recruiting and retaining ICT staff in the area. The new Business World ERP system was implemented from April 2017, cyber security arrangements have been improved and replacement of the council's hardware is ongoing. The council has experienced problems with the full delivery of the benefits expected from the CGI contract. The implementation of the DCA was delayed and issues arose when the Business World ERP system was first introduced. Problems with third party service providers led to their removal and other contractors were required to rectify problems, although at no extra cost to the council.

86. Council staff told the audit team that the new computer systems are often sluggish and that helpdesk support by CGI can be unresponsive. Overall, the forecast benefits from the ICT contract have not materialised as soon as the council expected. The council's new ICT arrangements should bring benefits in time. It expects that a CGI ICT service delivery centre in the Borders will boost the local economy.

87. The Inspire Learning Programme is an innovative £16 million investment in a digital learning environment for school pupils. The project has been developed by a partnership of the council, CGI, XMA and Apple. The project is a key part of the council's Digital Learning Strategy and aims to transform teaching and learning in schools. It includes plans for iPads to be provided to all P6-S6 pupils and shared devices for P1-P5 pupils too. Secondary teachers received their iPads before the summer break in 2019. The roll-out to high school pupils will occur from August 2019 through to June 2020. An Inspire Learning Board oversees the project and is chaired by the council's chief executive. A project manager and project team work with the council's technology partners and schools to deliver the programme. It is too soon to gauge the impact of the Inspire Learning Programme.

The council has a good track record of making savings, but the financial outlook remains challenging

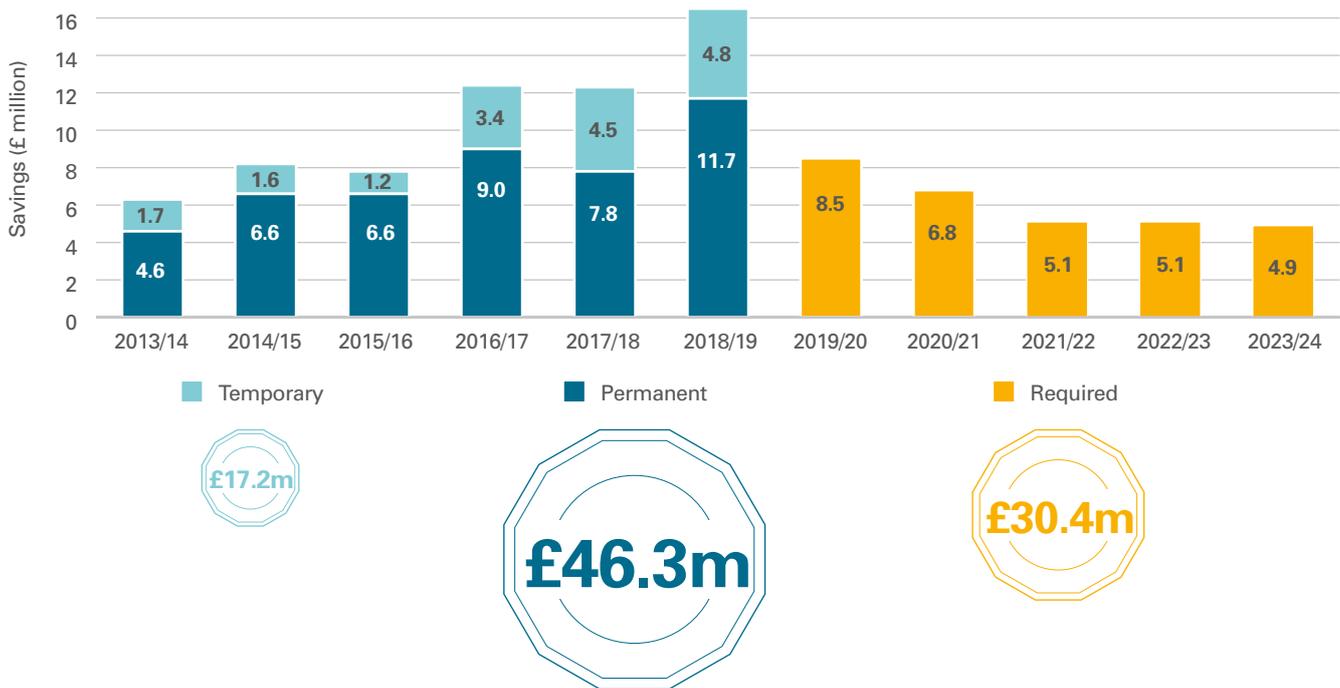
88. The council reports that from 2013/14–2018/19, it made £46.3 million of permanent (annually recurring) cost reductions and £17.2 million of temporary (non-recurring) savings (Exhibit 8).

89. The council’s revenue budget for 2019/20–2023/24 forecasts required savings totalling £30.4 million over this period. The council has a good record of achieving savings and has reflected the impact of demographic change on demands for services and pay increases for council staff, in its financial plans. However, in common with all other councils, the financial outlook remains a significant challenge.

Exhibit 8

Savings achieved, and forecast savings required over 2019/20 to 2023/24

The council has forecast that it needs to save more than £30 million over five years.



Source: Scottish Borders Council

Workforce management has developed gradually and workforce planning remains challenging. The council should do more to understand and act on the views of staff

The council recognises that workforce planning needs to be developed further

90. The council faces a number of workforce challenges. For example, the age profile of the council’s workforce has implications for its evolving composition in future and the recruitment activity that will be needed to replace retirees. It may

be more difficult to attract and retain officers to senior management roles than for a larger and more urban council. The council also faces private sector competition for staff with transferable skills at lower grades.

91. The 2010 Best Value audit found that workforce planning needed to be developed further and applied across the council. There have since been improvements. For example:

- A medium-term strategic people plan for 2016–21 is in place. It recognises the challenges of geographical location and in terms of succession planning.
- People plans are more integrated with the business and financial planning cycle. The council intends to integrate workforce priorities into each service's team plan to help them plan for the future, meet their service objectives, stay within budget, meet savings requirements and maintain a suitable workforce that is fit for the future.
- Progress is being made with new initiatives such as WorkFlex Borders, which is being trialled to improve the use of bank and casual staff, and with a 'grow your own' approach to recruiting and retaining teaching staff.
- One of the seven strands in the council's Fit for 2024 programme focuses on the development of workforce skills, flexibility and working patterns.

92. The council still needs to develop longer-term workforce plans and ensure this work is integrated into individual service plans.

The staff appraisal process is being revised

93. The staff appraisal process is being refreshed to link it with the corporate plan. A competency framework has been developed for staff, with each competency linked to the corporate plan. New annual performance appraisal documentation, introduced during 2019, will be recorded on the Business World ERP system.

Sickness absence levels are similar to those for other councils

94. LGBF data for 2017/18 show sickness absence levels are similar to the Scottish average. In Scottish Borders Council, the sickness absence level for non-teachers was virtually unchanged from 11.0 days in 2013/14 to 11.1 days in 2017/18, compared to 11.4 days for Scotland overall. The level for teachers improved from 6.7 days in 2013/14 to 6.1 days in 2017/18, when it was only marginally worse than the 5.9 days for Scotland overall.

95. Over the past six years, the human resources (HR) Advisory Team (now a Case Management Team) has helped managers to tackle sickness absence. Concentrated HR support helps specific areas of the organisation to deal with attendance. However, the LGBF sickness absence data suggest the new arrangements have made a modest impact overall.

The council should do more to understand the views of staff

96. We reported in 2010 that employees were concerned about the extent and pace of change. During this audit, staff told us that they saw limited engagement between the CMT and the workforce and that the CMT lacks visibility. Wider staff views are unclear because there has been no council-wide staff survey since 2010.

97. The council should be proactive in seeking the views of the whole workforce more regularly and provide staff with feedback. This could be challenging for staff groups with limited access to office technology. The CMT is aware of the need to improve communication with staff and began a staff engagement programme during this audit. An ongoing series of roadshows for staff across the Scottish Borders is being used to explain the Fit for 2024 programme and to seek the views of staff. Some further information is now available to staff online and a council-wide staff survey is planned for late 2019.

The council conducts effective options appraisals

98. There is evidence that the council undertakes effective options appraisals when tackling significant decisions. Options appraisals and business cases for changes to services – such as the outsourcing of ICT, setting up a trust for delivering cultural services and developing a long-term approach to the school estate – are presented to members for consideration. The Audit and Scrutiny Committee, in respect of its scrutiny functions, examines key decisions, including assessing whether projects have achieved their stated aims and achieved predicted savings. For example, the council's investment in superfast broadband was assessed and reported on at the end of 2018 and the outsourced ICT contract was scrutinised in April 2019.

Procurement performance is good and improving

99. Procurement is handled by a central team. Its Commercial and Commissioned Services Strategy sets out a five-year approach and includes sustainable procurement policies. Performance against the strategy is reported annually.

100. The council spent £157.4 million with third party suppliers in 2017/18. Of this, £30.7 million of expenditure was through 105 regulated contracts, including £16.5 million with local suppliers. Regulated procurement activity is governed by the Procurement Reform (Scotland) Act 2014. The council has adopted the Scottish Living Wage (SLW) and facilitated payment of the SLW to care and support workers across the Scottish Borders.

101. Scotland Excel is the national centre of procurement expertise for the local government sector. The council participates in 55 (93 per cent) of Scotland Excel's framework contract agreements. Scotland Excel's Procurement and Commercial Improvement Programme (PCIP) assesses a council's procurement performance, with a focus on the policies and procedures driving procurement performance as well as the results they deliver. It includes an element of self-evaluation, so the onus is on a council to be open and transparent. The council's PCIP performance improved from 72 per cent in 2016 to 78 per cent in 2018, remaining in the top performance band (for performance of over 70 per cent). Scotland Excel identified a small number of areas for improvement and plans to assess the council's procurement performance again by June 2021.

102. A contract management framework for the council is being developed by a working group, established in 2018. The framework is intended to give the CMT and managers assurance that contract-related risks are being considered and managed effectively. The council expected to implement its new framework in the course of 2019.

Part 4

Is the council working well with its partners?



The council is a key partner in a number of complex and ambitious economic initiatives. Leadership capacity will continue to be required to drive them forward.

Partnership working with NHS Borders, through the IJB, could be improved. The council has made good progress with other aspects of joint working.

Where the council provides services through ALEOs, the risk of potential conflicts of interest needs to be carefully managed.

With leadership from the council, the CPP needs to finalise and implement its locality plans. It also needs corresponding arrangements for performance management and reporting.

Complex and ambitious regional economic initiatives will continue to require leadership capacity to drive them forward

The Borders Railway reopened successfully in 2015

103. The Borders Railway is the longest new domestic railway built in the UK for over 100 years. It was developed in partnership with the Scottish Government, Scottish Enterprise, Transport Scotland, VisitScotland and the City of Edinburgh and Midlothian councils. Since it reopened, the railway has spurred economic development and driven housebuilding, and increased demand for some council services. Evaluations by Transport Scotland say that the railway is achieving the investment objectives set out in its original business case. The railway continues to be a key feature in the region's economic development.

The Edinburgh and South-East Scotland City Region Deal was formally signed off in 2018

104. This is a partnership between six councils (Scottish Borders plus the City of Edinburgh, East Lothian, Fife, Midlothian and West Lothian) together with universities and colleges, the Scottish and UK Governments and the third and private sectors. The UK and Scottish governments will jointly invest £600 million over the next 15 years, with regional partners committed to contributing over £70 million.¹⁹ An outline agreement between the partners was agreed in July 2017 and the deal was formally agreed by partners in August 2018.



City Region Deal

An agreement between the UK government, Scottish Government and one or more councils to invest in cities and their regions.

105. A joint committee, which includes leaders from all the councils, oversees the implementation and monitoring of the deal, supported by a programme management office and several advisory boards. The joint committee meets quarterly and reports to the Scottish and UK governments via a joint delivery board. Deal partners plan to review governance arrangements every six months.

106. As part of the deal, the council approved a business case for the Central Borders Innovation Park in Tweedbank, in January 2019. This evolved from the council's masterplan for Tweedbank, to maximise the economic impact of the Borders Railway. It will be funded by £15.0 million from the deal over a 15-year period and £14.1 million from other sources including £5.0 million from the council.

The Borderlands Inclusive Growth Deal began in 2018

107. In September 2018, a bid was submitted to the UK and Scottish governments by five councils that straddle the border between Scotland and England: Scottish Borders, Dumfries & Galloway, Carlisle City, Cumbria County and Northumberland County. The Scottish Government announced, in March 2019, a commitment of £85 million towards the deal over a decade. The UK Government then unveiled a £260 million contribution the same month. The deal partners, including the councils and the UK and Scottish governments, anticipate their overall investment of £395 million could generate 5,500 new jobs.²⁰

108. Funding has been confirmed for some projects, subject to full business cases, including up to £19 million from the UK Government for a mountain biking innovation centre in the Scottish Borders. In addition, up to £5 million will be made available by each government to progress the evidence base, the options appraisal and the feasibility work for extending the Borders Railway from Tweedbank to Carlisle.²¹ The outline agreement was published in June 2019.

The South of Scotland Enterprise Agency could be operational in 2020

109. As part of its Enterprise and Skills Review, the Scottish Government committed to create the South of Scotland Enterprise Agency covering the Scottish Borders plus Dumfries & Galloway. In 2017, the Scottish Government set up the South of Scotland Economic Partnership (SoSEP) as an interim solution to ensure that the south of Scotland benefits from economic development as soon as possible. The SoSEP involves representatives from business, the third sector, further and higher education, and key public sector partners.²² The aim is for the agency to be operational by April 2020.

Partnership working with NHS Borders could be improved

A proposal for a single public authority was not progressed

110. The council and NHS Borders serve the same geographical area and they have worked well in partnership on a number of issues over time, such as their joint appointment of the Director of Public Health, one of the first in Scotland.

111. In response to the Scottish Government's national review of local governance in 2018/19, the council proposed the exploration of a single public authority for the Scottish Borders area.²³ It was described as a starting point for dialogue with the Scottish Government and COSLA. However, while the proposal was reported to full council in September 2018, it did not receive the full support of the wider public sector community in Scottish Borders at that time and has not been progressed.

The Scottish Borders Health and Social Care Integration Joint Board recognises it has more to do and developed a detailed improvement plan

112. The Scottish Borders Health and Social Care Partnership Integration Joint Board (IJB) assumed responsibility for the planning and commissioning of health and social care services from April 2016. It includes adult social care, community health services and those hospital services typically associated with the emergency care pathway (also known as unscheduled care). It is jointly funded by the council and NHS Borders, from which it also commissions services. The IJB's strategic plan for 2018–21 was renewed in 2018/19.

113. NHS Borders is at level four out of five in the NHS performance scale (meaning 'at significant risk'). It received Scottish Government support of £10 million to help it break even in 2018/19. A similar budget shortfall is anticipated in 2019/20. This has serious implications for financial planning by the IJB, which has yet to set its 2019/20 budget. It also has implications for the council, which is a partner in the IJB and appoints members to its board.

114. In March 2019, the Scottish Government's Ministerial Strategic Group for Health and Community Care (MSG) issued a self-evaluation template to health and social care partnerships as part of an evaluation of progress with the integration of health and social care. The IJB worked with the council and NHS Borders to carry out the self-evaluation and submitted a return to the MSG in May 2019. The self-evaluation was carried out against proposals, with each proposal being assessed as either 'not yet established', 'partly established', 'established' or 'exemplary'. The IJB evaluated itself as being not yet established in one area, partly established in 15 areas, established in six areas and exemplary in none. The area assessed as not yet established relates to agreeing budgets timeously. The IJB has identified improvement actions it needs to take forward.

115. Working with partners, and in particular the council, the IJB has brought in new ways of working and providing services, for example the development of the 'step-down' facility at Craw Wood (now Gardenview) and a hospital-to-home service. In 2018/19, the IJB introduced a real-time directory of available care home beds and specialist services, to allow these to be matched to patients. These developments are part of a programme of work to reduce delayed discharges in the NHS environment. However, financial constraints and an NHS board which is needing to focus on its financial sustainability mean that the IJB has made less progress than it might have.

The IJB's governance arrangements would be strengthened by regular attendance at board meetings

116. The IJB is governed by a board. Two meetings of the board, at the end of 2018 and beginning of 2019, were inquorate (not enough board members attended) and important decisions were deferred to subsequent meetings. Inconsistent attendance at board meetings may indicate a lack of commitment and it risks undermining the board's effectiveness. Challenges have also arisen from the rapid turnover of senior IJB officers. There have been four chief officers since the IJB was established in 2016, and no permanent chief financial officer. The lack of continuous leadership has impaired the IJB's progress. However, there is now continuity in the position of chief officer and a refreshed effort by the council, NHS Borders and IJB to address their shared challenges cooperatively.

117. The IJB receives quarterly performance updates and is required to produce an annual performance report. An Integration Performance Group (IPG) was

established in mid-2018, with performance leads from the health board and council. It coordinates performance information for the IJB and has led on developing indicators for the IJB's performance reporting. A performance management framework was developed by the IPG and introduced in early 2019. It aims to build a culture focused on longer-term trends and continuous improvement.

The council has made good progress with other aspects of joint working and recognises there are further opportunities

118. The 2010 Best Value audit found that some jointly provided services were in place. These included services for people with mental health and learning difficulties, and for community safety, criminal justice and town centre regeneration. The Community Health Care Partnership (since superseded by the IJB) had made progress with joint commissioning teams for mental health, drugs and alcohol-related services.

The council works with Midlothian Council

119. In November 2017, the council agreed to a shared chief internal auditor post with Midlothian Council. The post leads both councils' internal audit teams at a strategic level and is supported operationally by principal auditors in each council. In November 2018, the council agreed to continue to share internal audit services permanently, after a pilot demonstrated positive outcomes including the sharing of expertise, knowledge and best practice across both organisations.

The council works with Police Scotland

120. In April 2018, a community action team (CAT) was launched to tackle antisocial behaviour in the Scottish Borders. A team of police officers funded by the council reports to Police Scotland's local area commander. Their work is normally coordinated by the Scottish Borders Safer Communities team in the council's HQ, using local intelligence to address specific community issues. Progress reports are submitted to the Police, Fire and Rescue and Safer Communities Board, whose membership includes council members. The success of the CAT saw the council identify funds in its 2019/20 budget for a second community action team.

The council is involved in other successful joint working

121. Further examples of joint working that have developed over time with other public and third sector organisations include:

- The alarm monitoring and out-of-hours social work service – the team works in cooperation with other council services and with agencies such as the Police, health services and SB Cares. Benefits include access to a well-established service using modern technology, at a competitive cost. Clients benefit from a quality service.
- Mobile library service – Live Borders manages this service for Scottish Borders, Midlothian and East Lothian councils. Vehicles regularly visit communities without a permanent library, and their routes are visible online.
- Galashiels Resource Centre – this day centre for adults with mental health needs is run jointly with NHS Borders, using a shared budget for equipment.

- The Scottish Borders Diabetes Prevention Partnership – it aims to help prevent diabetes by offering activities and programmes that promote healthy lifestyles, and to raise awareness of the risk factors.

The council recognises opportunities for further joint working

122. In its Fit for 2024 change programme the council considers that, with financial pressures increasing, there are still ‘significant opportunities’ for greater sharing of resources, assets and expertise with a range of partner organisations. The council has committed to developing a framework for joint working with partners, alongside targets for clear benefits and savings to be achieved, including:

- options for shared back-office services with partners
- increased co-location of key staff, particularly those in joint services
- income opportunities for the council to deliver key functions for others
- opportunities to commission key functions from partners.

Where the council provides services through arm’s-length external organisations , the risk of potential conflicts of interest needs to be managed carefully

123. The bodies in [Exhibit 9](#) are part of the Scottish Borders Council group. The statutory code of practice on ‘funding external bodies and following the public pound’ cautions councils about appointing councillors or officers to the board of management of an arm’s-length external organisation (ALEO). This can limit the body’s ability to operate ‘at arm’s length’ and raises the risk of a conflict of interest.²⁴ A board member risks having divided loyalties between their council and board roles. The code says councils must ensure that officers and members are properly advised of their responsibilities to the council and the ALEO.



Arm’s-length external organisation (ALEO)

A separate organisation that is established by a council to provide services on its behalf.

Source: *Councils’ use of ALEOs*, 
June 2018

Exhibit 9

Main bodies in the Scottish Borders Council group

The council has established a range of ALEOs to provide services on its behalf.

Name	Type	Purpose
 Live Borders	Charitable trust	Culture and leisure
 SB Cares – comprising <ul style="list-style-type: none"> • Scottish Borders Cares • Scottish Borders Supports 	Limited liability partnership Limited liability partnership	Adult social care Adult social care
 Bridge Homes	Limited liability partnership	Affordable housing

Live Borders is a charitable trust

124. Live Borders was established by the council in 2016 as a charitable trust to deliver a broad range of services and manages arts centres and venues, libraries and archives, museums and galleries, and sport and leisure services. The board of management includes the council convener. Performance reports are presented to the council's Executive Committee twice yearly. Reports published on the council's website show performance against targets and include summary financial information. There is clear accountability between the trust and the council.

SB Cares is the trading name of two limited liability partnerships

125. Two limited liability partnerships (LLPs) form SB Cares: Scottish Borders Cares LLP and Scottish Borders Support LLP and the council is the only shareholder of both. SB Cares employs around 880 staff to provide adult social care services. The council considers that SB Cares enables it to achieve greater efficiency and flexibility through a more commercial approach under a specialist board; and to generate income through providing additional services.

126. The managing director of SB Cares (0.8 whole time equivalent (WTE)) is also an executive director of the council (0.2 WTE). SB Cares has its own branding and board of management and its external auditor is a private firm. SB Cares officers meet quarterly with the council's Major Contracts' Governance Group, which exercises review and scrutiny, and its papers are published on the council's website. There is potential for a conflict of interest between the postholder's responsibilities as managing director of an ALEO and their council executive director role. The council acknowledges this risk and arrangements are in place for the managing director of SB Cares to provide an annual assurance statement to the council chief executive. Nevertheless, as stated previously, this contradicts the guidance on [Councils' use of ALEOs](#)  and the arrangements which give rise to this unusual line of accountability should be subject to periodic review.

Bridge Homes is wholly owned by the council

127. With the support of the Scottish Futures Trust Investments Ltd (SFT), the council established a council-led house building programme to deliver more affordable housing for the rental market in the Scottish Borders. Bridge Homes LLP is wholly owned by the council. The council has provided Bridge Homes LLP with a loan facility of up to £18.8 million to enable it to deliver affordable homes in line with the council's housing strategy.

128. The board of Bridge Homes has two senior council officers and one SFT senior officer. It meets quarterly and the financial viability of projects requires approval by all three directors. The council established these arrangements to minimise the exposure of officers to a potential conflict of interest.

The CPP's governance arrangements have evolved over the years

129. The council has a statutory, central leadership role in the **community planning partnership (CPP)** . Before September 2016 the CPP had a strategic board with representatives from the council, other public bodies and other sectors. Meetings were attended by observers from the Scottish Government and community councils. The arrangement was a pragmatic way for the council to administer CPP meetings and it ensured that decisions of the strategic board became formal council decisions. However, decision-making risked being protracted. If a matter could not be decided by the strategic board, it had to be raised through the appropriate governance arrangements of individual



Community Planning Partnerships (CPPs)

Statutory forums for councils, NHS boards and other public and third sector bodies, such as charities and voluntary groups, to work with local communities to plan and deliver better services.

partner bodies and then returned to the Strategic Board for a final decision at a later date.

130. In September 2016, a new CPP structure and membership were adopted. A large consultative group now informs the CPP's strategic direction. It meets annually and it is no longer a council committee. A smaller strategic board makes decisions and ensures that the CPP's strategic direction is followed. Its papers are published transparently and accessibly on the council's website. It normally meets quarterly and remains a formal council committee for administrative purposes. Formal business is concluded within a meeting of the strategic board or at separate, additional board meetings. The Joint Delivery Team has become the Joint Programme Board, supporting the strategic board and consultative group.

131. Five area partnerships correspond to the locality plan areas used by the council and the IJB: Berwickshire, Cheviot, Eildon, Teviot and Liddesdale, and Tweeddale. Council members find these partnerships important for listening to local stakeholders' views on key themes.

132. Over the past two years, the council has met 68 community councils across the Scottish Borders. These jointly have one representative on the CPP consultancy group. The council is considering how community councils can be engaged and heard in order to better inform planning at locality and CPP-wide levels, and aid planning by the council itself. Community councils have a statutory role, on planning matters in particular, that pre-dates the Community Empowerment (Scotland) Act 2015. The council recognises scope for the council and the CPP to improve their engagement with the third sector, which has one representative on each of the strategic board and consultative group.

The CPP has been slow to implement the Community Empowerment (Scotland) Act 2015

133. The Act aims to give communities more influence over how their council and its partners plan and provide services. It also establishes ways for residents to get more involved in local decision-making and service provision. A council is required to work with its community planning partners to engage with community bodies and improve local outcomes. Joint efforts and resources should be targeted on areas of greatest need to reduce inequalities.

The CPP's local outcomes improvement plan was produced late

134. Each CPP must publish a local outcomes improvement plan (LOIP). This plan should prioritise geographical areas for improving outcomes, the improvements it aims to achieve and the timescales. It should also link with outcomes set out in the National Performance Framework. Work to develop the Scottish Borders LOIP was led primarily by the council. The LOIP, termed the community plan by the CPP, was first produced in November 2017. It included a vision, four themes, 15 target outcomes and was updated in May 2018.

The CPP's locality plans are two years late and incomplete

135. The Act requires a CPP to prioritise the areas of a council that have the poorest outcomes and publish one or more 'locality plans' to improve target outcomes for those areas. A locality plan should be co-produced with the community; prioritise which local outcomes will be improved; and have timescales for improvements. Statutory guidance required locality plans to be in place by October 2017.

136. Over the past few years the council has undertaken extensive engagement with stakeholders including 68 community councils, third sector bodies, registered social landlords and economic development bodies. This engagement has improved the understanding that the council and its CPP partners have of the communities they serve.

137. The CPP's strategic board decided to commission a locality plan for each of all five Borders localities simultaneously. It did not prioritise localities or communities with the worst levels of deprivation or the poorest outcomes on issues such as health and education. All five locality plans remained in draft when they were considered by the CPP's strategic board in June 2019. Although they reflect the themes of the community plan, they will not be integrated with the community plan until they are finalised. Ambitions in locality plans have not been costed and are therefore not yet reflected in budgets of the council or its CPP partners. The strategic board was not advised when the locality plans would be finalised.

138. The IJB has its own set of locality plans, covering the period 2017–19. The IJB and the council recognise the benefits of merging their two sets of locality plans. The decision whether to merge the plans will be considered when the locality plans are due to be refreshed. No timescale has yet been set for refreshing the CPP's locality plans.

Community Asset Transfers (CATs), participation requests and participatory budgeting are all at an early stage

139. Since January 2017 community groups have had a right to ask relevant public authorities to transfer land or buildings that they feel they could use more effectively. The council developed its own guidance on CATs in 2011. Council officers and the council's CPP partners have worked with community groups over the past two years to build capacity to encourage CATs. The CPP has also funded a Men's Shed Development Officer to build capacity on this specific issue.

140. Nonetheless, the scale of CATs has been limited. There have been over 30 enquiries regarding CATs during the past two years. Of these, three have progressed to the submission of a formal application and one has been approved. The council recognises it is responsible for ensuring that CATs are viable and sustainable. It appreciates that progressing CATs is at an early stage and will require further promotion and support by the council and its CPP partners.

141. From April 2017, communities have had a say in how the council should spend money locally. In October 2017, the Scottish Government and COSLA agreed a joint framework to support councils moving towards at least one per cent of their budgets being subject to participatory budgeting (PB) by 2021.

142. The council allocated £500,000 to its Localities Bid Fund (LBF) for piloting participatory budgeting. The LBF is split across the five locality areas (according to their population) to support community projects and initiatives. Round 1 saw £204,000 distributed across 18 projects in 2018. In 2019, Round 2 distributed £296,000 across 40 projects.

143. The council has received seven participation requests. Three have been agreed. In its 2019/20 budget, the council pooled £1.2 million from numerous pre-existing community funds into a single, centralised community fund. Its

purpose is to support communities in taking forward locally-agreed community priorities and solutions. Fit for 2024 anticipates that equipping each locality with its own share of the Community Fund will help provide community groups with a single point of entry for making PB requests.

The CPP has been slow to empower and engage communities

144. While the council engaged communities as it developed the CPP's community plan and locality plans, limited progress with community asset transfers, participation requests and participatory budgeting shows there is room for improvement.

The council's corporate plan for 2018-23 sets out how it plans to engage with and support communities. Enhanced community engagement, participation and empowerment is a key strand of the Fit for 2024 programme. It will be important for the CMT to report regularly on progress regarding community engagement to council members and the CPP's strategic board.

The council and its CPP partners need to be able to measure progress against the community plan and locality plans

145. It is difficult for the council and its partners to determine progress because some indicators and measures in the community plan are not measurable or lack short-term and medium-term targets. Progress reporting includes little analysis of how activities drive performance or deliver improvements for local people. There are no arrangements to track the implementation of locality plans and these are not linked to either the CPP's community plan or the council's plans. A comprehensive performance management framework is needed.

Part 5

Is the council demonstrating continuous improvement?



Since the 2010 Best Value report, the council has made steady progress. However, it now recognises it needs to up the pace of change.

By developing the Fit for 2024 programme, the council recognises the degree of transformational change required to meet its challenges. Progress will require good leadership by council members and the CMT, and by fostering staff ownership of the programme.

Embedding and sustaining a consistent approach to self-evaluation and performance management will help the council to manage its transformation programme and deliver improved outcomes for local people.

The council has made steady progress since 2010 and recognises its needs to up the pace of change

146. The last Best Value audit in 2010 found that the council had a good awareness of its own capacity and need for improvement, clear strategic direction and had a coherent business transformation programme.

147. The Accounts Commission urged the council to develop fully the mechanisms for testing and scrutinising value for money across its services, and its capacity to present robust options appraisal. It had set a challenging efficiency savings target, and its processes for managing performance needed to become firmly established to support the delivery of this target. The council needed to ensure that it had the capacity to deliver its programme.

The council has made good progress on some issues but more limited progress on others

148. The Business Transformation Programme (BTP) for 2010–15 overlapped the previous administration's term of office from 2012 to 2017 and led to budget savings of £17.8 million. It was succeeded by the Corporate Transformation Programme (CTP) in 2015. In 2015/16–2018/19, the council reported £49.0 million of savings

from its revenue budget, including £35.1 million of recurring savings ([Part 3](#)). Financial management and planning works well, and the council conducts options appraisals effectively.

149. The 2010 audit reported that workforce planning and staff appraisal needed to be further developed across the organisation. Workforce management has since developed slowly and planning the workforce remains challenging. The council's staff appraisal process is being refreshed in order to link it with the council's corporate plan. A competency framework has been developed for staff, with each competency linked to the corporate plan. New annual performance appraisal documentation, introduced during 2019, will be recorded on the council's Business World ERP system. The council has begun a programme to improve communication with staff but should do more to understand their views.

150. The public's satisfaction with certain council services has declined, for example in leisure and recreation. This was anticipated by the council as a consequence of budget reductions and their impact on service quality. National indicators show that from 2013/14–2017/18, the council's performance was mostly good and improving in the key areas of education and social care, although it was mixed overall.

151. The 2010 audit urged the council to develop mechanisms for testing and scrutinising value for money across services and that its process for managing performance needed to become more firmly established. The most recent revision in its approach to performance management, in 2018, was a further step in the right direction but there remains scope to adopt a more consistent, corporate approach to self-evaluation and benchmarking to drive continuous improvement. Pace has also been relatively slow in implementing the Community Empowerment (Scotland) Act.

152. While the council has good foundations in place, there is more to do to fully embed and demonstrate Best Value.

The council's Fit for 2024 transformation programme is wide-ranging. Its implementation needs buy-in from staff and an action plan to help drive and demonstrate progress

153. The council launched the Fit for 2024 corporate transformation programme in February 2019, recognising action is needed to meet future challenges ([Exhibit 10, page 46](#)). The programme aims to make the council more innovative and increase the pace of change. It addresses a comprehensive range of improvement activities that the council needs to undertake.

154. Fit for 2024 is a significant programme that will require leadership from members and senior officers to secure staff engagement, which will be key to its success. A measurable and realistic action plan needs to be developed to monitor delivery of the programme and provide a basis for transparent reporting and accountability to members, the council's partners and the public.

Exhibit 10

Fit for 2024 programme

In February 2019 the programme set out seven wide-ranging areas of work.

Areas of work



1. Whole-council service review and redesign

There is now a need for a more consistent approach, across every council service, that is designed to meet future demands. This will be sponsored by the relevant service director but will be led by an objective review team, which includes officers from key corporate services and other non-service specific challenge. A comprehensive plan/timetable for these reviews will be developed, which prioritises those services which offer the greatest scope for change, improvement and financial savings. Every service review will have clear targets in terms of anticipated benefits, including financial savings, service improvements and capacity to meet future demands.



2. Enhanced community engagement, participation and empowerment

There must be a greater focus on supporting communities to participate in the shaping and enhancing of community resilience and quality of life across the Scottish Borders. This will require a different approach: building capacity and supporting communities' participation in local decision-making, with further investment and greater coordination of efforts and resources across the council and all our partners and local communities.



3. Best use of physical assets, assisted by the council's Corporate Landlord model

Fit for 2024 will drive innovation and creativity in how investment is used to best effect. The council will need to be bolder and braver in its estate decisions, engaging communities and partners in dialogue about how, together, we meet changing customer needs and community demands. Along with our partners and the communities, a joint approach is required to rethink and reshape the collective property portfolio.



4. Investment in well-planned and designed Digital solutions

Working with the council's strategic IT partner, CGI, Fit for 2024 will take a long-term approach to develop future-proof digital solutions that offer greatest value and maximum benefits. The council recognises the need to realise more benefits from its investment in new systems such as through the Digital Customer Access project and the roll-out of Office 365 across all IT users in the council. Fit for 2024 will ensure the full Digital Programme will align with corporate priorities to enable changes, improvements and savings in the Financial Plan to be achieved.

Cont.

Exhibit 10 (continued)

Areas of work



5. Development of the workforce's skills, flexibility and working patterns

- Demand-led working – demands for all services and a re-alignment of resources and working patterns.
- Talent management and development to increase flexibility for individuals and staffing resources.
- Increased opportunities for cross-departmental and inter-agency sharing of skills and officers.



6. Optimising partnership resources

There are significant opportunities for still greater sharing of resources, assets and expertise with a range of partner organisations. Fit for 2024 will develop a clear framework for shared services with partners, coupled with targets for tangible benefits and savings to be achieved from these arrangements. Specific areas that will be further explored immediately are:

- Options for shared back-office services with local partners.
- Increased co-location of key staff, particularly those in joint services.
- Income opportunities from the council delivering key functions for other bodies.
- Opportunities to 'commission' key functions from partners.



7. Process improvements and productivity

Fit for 2024 will set out an ambitious programme of process improvement and productivity work that enables the council to sustain or enhance both service delivery and quality levels, while requiring less input of resources. This council-wide programme will streamline back-office activity and increase the productivity levels of frontline services. Much of this work will be underpinned by digital investment and automation opportunities but it will also aim to stop activity that adds no value to the council's customers. This work will use both internal and external skills to:

- Systematically review every resource-intensive or high-volume back-office process across the council.
- Explore areas of potential increased productivity in all services, particularly those areas with greatest spend or resource requirements.
- Automate processes where possible; cease activities where no value is ultimately added to customers or services.

Source: Scottish Borders Council

Internal Audit has also recommended improvements that the council should act on

155. Internal Audit plays an important role in the council's overall system of internal control. Internal Audit findings and recommendations on specific issues are reported during the year to the Audit and Scrutiny Committee (Audit function), as is the annual statutory audit opinion within the Internal Audit Assurance Report. These reports informed the council's Annual Governance Statement 2018/19, the draft of which was reported to the Audit and Scrutiny Committee and included areas for improvement ([Exhibit 11](#)).

Exhibit 11

Annual Governance Statement

In May 2019, the council's draft Annual Governance Statement identified scope for improvement in eight areas.

Areas of work



Commence a more ambitious change and transformation programme through a consistent approach to enable delivery of efficient and effective services to customers in a sustainable way, collaboration with communities and other partners, optimised utilisation of assets across localities, digitally led process improvement, and focus on delivering positive outcomes.



Consolidate and refine procedures and practices to ensure comprehensive data and information management across the council and within each service in all relevant aspects of service delivery to ensure ongoing compliance with legislation and regulations.



Continue implementing the performance management framework which will include the full application of appropriate and proportionate self-assessment processes in all council services as a self-evaluation tool to demonstrate achievement of Best Value.



Continue to ensure that financial, people and business plans are developed concurrently and continue to be aligned to the council's corporate plan and priorities, thus managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.



The ongoing implementation of the Business World Enterprise Resource Planning (ERP) system to maximise use of its functionality, specified in solution design documents, and ongoing review of policies, procedures and guidelines of the key financial planning, management and administration processes linked to the financial regulations and of the HR procedures and guidelines associated with the implementation of the new Business World ERP System. Alignment with other computer-based systems and automation of routine processes.



Realise full benefits arising from the implementation of the corporate landlord model to review strategic asset management plans to inform investment in assets and infrastructure to ensure they are fit for the future and reduce the council's property footprint.



Continue to monitor the contract performance outcomes of strategic external service providers, in particular in light of the changing landscape for the public sector.



Review of the complaints handling procedure to ensure consistency of approach across the council for dealing with complaints including raising staff awareness of customer care to fully utilise customer information and improve services through digital customer access.

156. Some of these proposals overlap with the Fit for 2024 programme [Exhibit 10 \(page 46\)](#). It will be important for these to be reflected in the implementation of the Fit for 2024 programme.

157. [Exhibit 12](#) compares findings from the 2010 audit to judgements from this audit.

Exhibit 12

A comparison of 2010 Accounts Commission findings and 2019 audit judgements.

The council has made good progress since 2010 but there is room for improvement in a number of areas.

Accounts Commission finding	2010	Controller of Audit judgement	2019	View
Strategic direction				
The council benefits from strong, political and management leadership and has effective governance.		Members and officers demonstrate a strong commitment to working together for the fulfilment of the council's vision. Effective governance arrangements ensure opportunity for challenge and scrutiny.		Part 1
The council has a good awareness of its own capacity and need for improvement and has set out a clear strategic direction.		The council's vision for 2017–22 prioritises six strategic themes, reflecting long-standing challenges. The council needs to embed and sustain a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking.		Part 1
Performance				
The council delivers services which are generally of good quality, have improved in recent years and are well regarded by the local community.		Performance is good or improving in the key service areas of education and social work. However, the council is below average on many other national indicators. The council reports, in respect of its own indicators, performance is improving on around half. Residents are more satisfied with the council's services than national data would suggest.		Part 2
The Commission particularly welcomes evidence of good and improving service delivery within social work and education services.		Performance is good or improving in the key service areas of education and social work. Education services continue to perform well overall. Outcomes for children are above the national average and improving. Social work and social care services' performance is mixed but improving.		Part 2
Progress has been slow on improvement on some important areas highlighted in the 2007 Best Value audit of the council, such as regulatory and technical services, roads and asset management.		The council has made steady progress overall since the 2010 Best Value audit but has more to do to demonstrate Best Value on some matters. The council needs to embed and sustain a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking.		Part 2
				Cont.

Accounts Commission finding 	Controller of Audit judgement 	View
<p>Performance/resources</p> <p>We would urge the council to ensure that it develops fully the mechanisms for testing and scrutinising value for money across its services, and its capacity to present robust options appraisal.</p>	<p>The council needs to embed and sustain a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking.</p>	<p>Part 2</p> <p>Part 3</p>
<p>Resources</p> <p>The Commission particularly welcomes the council's simplified staff grading system, which will potentially increase opportunities for more flexible working and development. Workforce planning and staff appraisal do, however, need to be further developed and applied across the organisation.</p>	<p>Workforce management has developed gradually and planning the future workforce remains challenging. The council has begun a programme to improve communication with staff but must do more to understand and act on their views.</p> <p>The council's Fit for 2024 programme includes a workforce focus.</p>	<p>Part 3</p>
<p>The council has had a coherent Business Transformation Programme (BTP), although progress against it has been slower than anticipated. The council needs to ensure it has the capacity to deliver its programme.</p>	<p>From 2010–2018 the council made good progress with its transformation agenda.</p> <p>Recognising a need to further increase the pace of change and be more innovative, the council embarked on Fit for 2024, a corporate transformation programme, in February 2019. This is intended to be a five-year rolling programme that will improve how the council is managed and save £30 million.</p> <p>The council should ensure there continues to be sufficient capacity to implement this programme while continuing to deliver public services.</p>	<p>Part 3</p>
<p>The council has set a very challenging efficiency savings target, and its processes for managing performance need to become firmly established to support the delivery of this target.</p>	<p>The council has a good track record of making savings.</p> <p>It demonstrates effective financial planning and management arrangements.</p> <p>In common with other public sector bodies, its financial outlook is challenging.</p>	<p>Part 3</p>
<p>Partnership</p> <p>The council works well with its partners and we welcome evidence of effective collaboration on services such as health improvement, jointly funded social care, community safety and child protection.</p> <p>The Commission welcomes particularly notable examples of partnership working such as the co-location of services in Peebles and the equalities and diversity officer jointly funded with NHS Borders.</p>	<p>Partnership working with NHS Borders, through the integration joint board, needs to improve.</p> <p>The council has made good progress with other aspects of joint working and recognises there are further opportunities for this.</p> <p>The council is a key partner in complex and ambitious economic initiatives.</p>	<p>Part 4</p>

Source: Audit Scotland

Recommendations



The council should:

Embed a culture of continuous improvement by implementing a corporate approach to self-evaluation and benchmarking. [\(paragraph 67\)](#)

Seek to improve partnership working with NHS Borders in order to support the strategic objectives of the Scottish Borders Health and Social Care Integration Joint Board. [\(paragraphs 112–116\)](#)

Improve how the Scottish Borders community planning partnership involves communities and the third sector, through greater involvement in local decision-making and by accelerating implementation of the Community Empowerment (Scotland) Act 2015. [\(paragraphs 133–144\)](#)

Establish a structured programme of ongoing staff consultation and engagement. [\(paragraphs 36–37, 96–97, 153–154\)](#)

Update its people plan for 2017–21 and ensure longer-term workforce plans are reflected in service and financial plans. [\(paragraphs 90–92, 149\)](#)

Support members' continuing professional development by tailoring training to meet their individual needs, and use technology to make training more accessible. [\(paragraphs 28–29\)](#)

Ensure performance reports to members and the public are more comprehensive and balanced, and that they cover service performance and delivery of the Fit for 2024 programme. [\(paragraphs 71–72, 145–151\)](#)

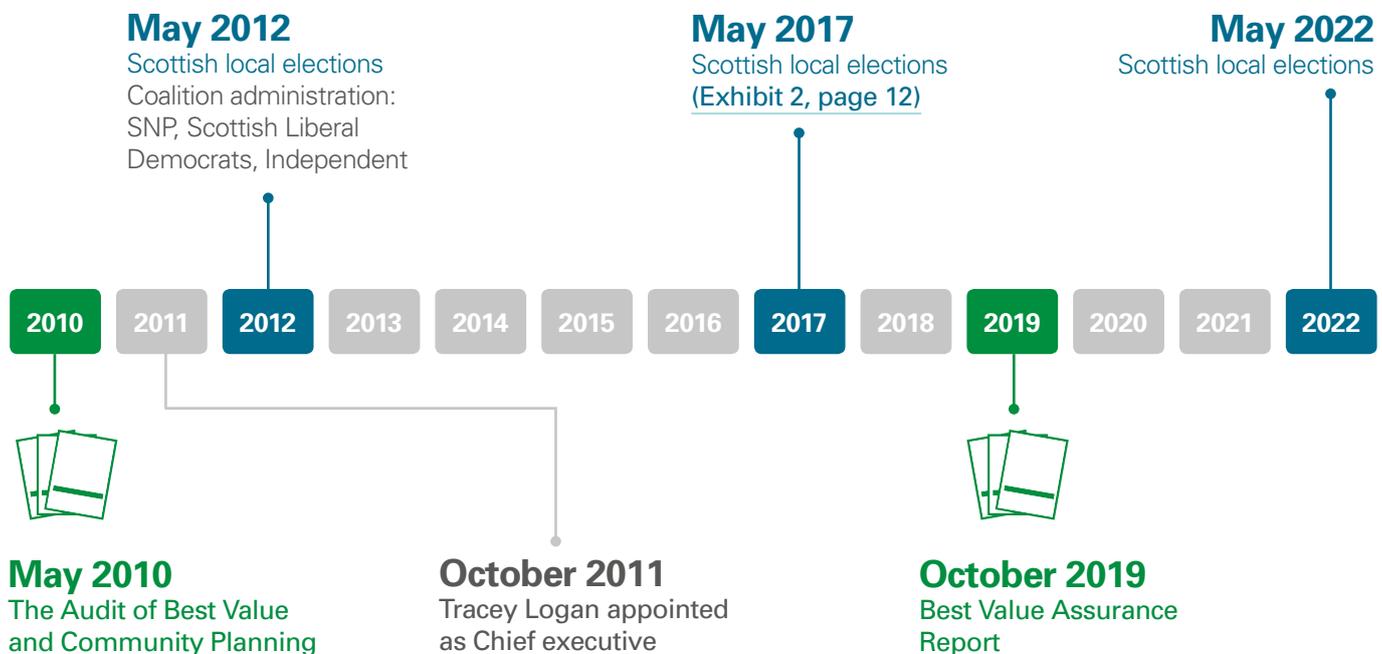
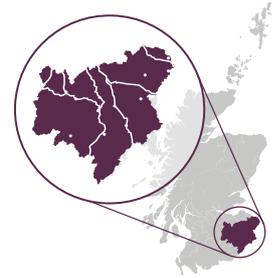
Endnotes



- 1 *Corporate Plan for 2018-2023: Our plan and your part in it*, Scottish Borders Council, February 2018.
- 2 *Land area and population density by administrative area, mid-2018*, National Records of Scotland, April 2019.
- 3 *Mid-2017 population estimate Scotland*, National Records of Scotland, June 2018.
- 4 *Scottish Borders Community Plan 2018*, Scottish Borders Community Planning Partnership, May 2018.
- 5 *Introducing the Scottish Index of Multiple Deprivation 2016*, Scottish Government website at 9 August 2019.
- 6 *Projected percentage change in population (2016-based), by age structure and Scottish area, selected years*, National Records of Scotland, April 2018.
- 7 *Connected Borders 2017–2022: the vision of Scottish Borders Council’s Administration*, item 4, Scottish Borders Council meeting on 28 September 2017.
- 8 *Corporate Plan for 2018–2023: Our Plan and your part in it*, Scottish Borders Council, February 2018.
- 9 *Annual governance statement 2018/19*, Audit and Scrutiny Committee, Scottish Borders Council, 13 May 2019.
- 10 *Fit for 2024, item 1*, Scottish Borders Council meeting on 28 February 2019.
- 11 Education glossary: <https://education.gov.scot/parentzone/my-school/Education%20glossary> .
- 12 [Scottish Borders Council Local Scrutiny Plan 2018/19](#) , Audit Scotland, April 2018.
- 13 *Validated self-evaluation: Scottish Borders Council – Continuing engagement*, Educational Psychology Services, Education Scotland, October 2018.
- 14 *Services for children and young people in Scottish Borders*, Care Inspectorate, June 2016.
- 15 *Integrated children and young people’s plan in the Scottish Borders 2018–2021*, Scottish Borders Council meeting, 29 November 2018.
- 16 *Services for older people in Scottish Borders, Report of a joint inspection of adult health and social care services*, Care Inspectorate and Health Improvement Scotland, September 2017.
- 17 *Inspection of justice social work services in Scottish Borders Council*, Care Inspectorate, April 2019.
- 18 *Household survey results – 2018, item 7, Executive Committee meeting*, 12 February 2019.
- 19 *City Regional Deal – accelerating growth*, Edinburgh and South East Scotland City Region Deal, August 2018.
- 20 *Heads of Terms agreement*, Borderlands Growth Deal, July 2019.
- 21 *Borderlands Inclusive Growth Deal*, Borderlands partnership, 1 July 2019.
- 22 *South of Scotland Enterprise Bill (stage 3)*, Rural Economy Committee, Scottish Parliament, 5 June 2019.
- 23 *Report to Council – A proposal for a single public authority in the Scottish Borders*, 25 September 2018.
- 24 *Code of practice on funding external bodies and following the public pound*, 1996.

Appendix

Best Value audit timeline



May 2010. Best Value 2 pathfinder audit

The Commission found the council benefited from strong political and management leadership and had effective governance.

October 2019. Best Value Assurance Report

The Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council.

This is the first assurance report on Scottish Borders Council. The report seeks to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a focus on the Commission's strategic objectives.

Best Value Assurance Report

Scottish Borders Council

This report is available in PDF and RTF formats, along with a podcast summary at:
www.audit-scotland.gov.uk 

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Appendix 2

Best Value Audit Action Plan

Audit Recommendation: *Embed a culture of Continuous improvement by implementing a corporate approach to self evaluation and benchmarking*

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Actions Proposed		Timescales	Lead Officer	Report Ref
1	Adopt PSIF as a corporate approach to self evaluation where no service-specific model is not already in place. Ensure read-across with all services.	31 Mar 20	J Craig	67
2	As part of regular Corporate Management Team performance monitoring, review service self-evaluation arrangements, including use of peer evaluations.	30 Jun 20	J Craig	
3	Incorporation of self-evaluation and benchmarking data into annual planning process, ensuring learnings inform planned actions.	30 Apr 20	D Robertson / J Craig	

Audit Recommendation: *Seek to improve partnership working with NHS Borders in order to support the strategic objectives of the Integration Joint Board*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Bring together a joint approach to transformation and evaluation process across the organisations.	28 Feb 20	C Hepburn / J Smythe	112 – 116
2	Raise visibility of key policies and decisions across respective governance groups including Executive Management Team and Corporate Management Team.	31 May 20	R McCulloch-Graham	
3	Explore co location and shared services opportunities as part of Fit for 2024 and corresponding NHS programmes.	30 Sep 20	M Joyce	
4	Enhance governance arrangements and clarity of role of respective partnership groups including IJB Board , Executive Management Team and Strategic Planning Group. <ul style="list-style-type: none"> ▪ improving quality and availability of reports outlining proposals to enable these groups to plan and take decisions more effectively. 	31 May 20	R McCulloch-Graham	
5	Develop a model for localities that adopts a single structure for the management and provision of joint health and Social services.	30 Jun 20	R McCulloch-Graham	
6	Ensure a joint financial and service plan that is fully endorsed by respective partners is prepared for IJB on an annual basis.	30 Apr 20	R McCulloch-Graham	

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Audit Recommendation: *Improve how the Community Planning Partnership involves communities and the third sector, through greater involvement in local decision making and by accelerating implementation of the Community empowerment act*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Work with the Improvement Service and Scottish Gov't to provide guidance and support to gain insight into best practice in the implementation of the community empowerment act.	30 Apr 20	J Craig	133 - 144
Page 188	Conduct a review of the operation of local area partnerships to inform the development of enhanced local decision making service provision and the allocation of resources.	31 Jan 20	J Craig	
3	Use the experience of the budget consultation process 2020/21 to develop the approach to mainstreaming participatory budgeting. Work with communities to identify priority areas within current budgets. Evaluation of Localities Bid Fund to be undertaken.	31 Oct 20	J Craig	
4	Promote the #your part campaign to recognise the contribution of communities.	31 Dec 20	J Craig	
5	Undertake an organisational review under Fit for 2024 of how to best develop community capacity in the 3rd sector and localities.	TBC	J Craig	

Continued overleaf

Audit Recommendation: *Improve how the Community Planning Partnership involves communities and the third sector, through greater involvement in local decision making and by accelerating implementation of the Community empowerment act*

Actions Proposed (Continued from previous page)		Timescales	Lead Officer	Report Ref
6	Review Community Plan and Action Plan to ensure actions align to 2020 Strategic Assessment. Agree Community Planning Partnership (CPP) Performance Management Framework through CPP Joint Programme Board and CPP Strategic Board.	30 Jun 20 31 Mar 20	J Craig	133 - 144
Page 189	Completion of Locality Plans and Action Plans.	31 Mar 20	J Craig	
8	Promote stakeholder engagement through Area Partnerships and community engagement events, with training around leadership/national standards of engagement.	31 Dec 20	J Craig	
9	Community Empowerment Act to become standing agenda item at Area Partnerships with information to raise awareness and provide support to Communities. Research to be undertaken on SBC performance relative to other authorities.	31 Dec 20 / ongoing	J Craig	
10	Develop regular reporting of progress on Community Engagement across the whole council, for inclusion in reports to members and CPP Strategic Board.	30 Jun 20	J Craig	

Audit Recommendation: *Establish a structured programme of ongoing staff consultation and engagement*

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Actions Proposed		Timescales	Lead Officer	Report Ref
1	Continue the process of engagement sessions with staff under the Fit for 2024 programme.	30 Jun 20	C Hepburn	36 - 37, 96 - 97, 153 - 154
2	Hold 2 CMT meetings per quarter in council premises outwith HQ.	30 Jun 20	J McDonald	
3	Develop a communications plan for staff engagement and undertake a structured survey of all staff using the online survey tool.	30 Jun 20	C Hepburn	

Audit Recommendation: *Update its people plan for 2017 -21 and ensure longer term workforce plans are reflected in service and financial plans*

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Actions Proposed		Timescales	Lead Officer	Report Ref
1	Launch a new appraisal process for staff based on the updated competency framework.	31 Mar 20	C Hepburn	90 – 92, 149
2	Ensure each department has a 5 year people plan which aligns with the corporate plan and Fit for 2024 principles.	30 Sep 20	C Hepburn	
3	People planning to be undertaken using a consistent approach as part of Fit For 2024, taking into account Fit for 2024 design principles, staff turnover, succession planning, talent management and future operating models.	Start now / ongoing	C Hepburn	

Audit Recommendation: *Support members Continuing Professional Development by tailoring training to meet their individual needs and use technology to make training more accessible*

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Actions Proposed		Timescales	Lead Officer	Report Ref
1	Use improvement service Member CPD to allow members to evaluate their continuing professional development needs.	31 Mar 20	J Craig	28 - 29
2	Undertake a review of induction training with members to establish any gaps.	31 Dec 20	J Craig	
3	Develop a members section of SBLearn where specific materials linked to Councillor responsibilities could be housed.	31 Dec 20	J Craig	
4	Survey with the members to identify skills gaps.	31 Mar 20	J Craig	

Audit Recommendation: *Ensure performance reports to members and the public are more comprehensive balanced and that they cover service performance and the delivery of the Fit for 2024 programme*

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Actions Proposed		Timescales	Lead Officer	Report Ref
1	Redevelop the performance management framework to reflect Fit for 2024 priorities and demonstrate best value within performance reporting.	31 Aug 20	J Craig	71 - 72, 145 – 151, 152
2	Ensure that benchmarking data and longer term trend info is included within performance reports and is used to identify improvement priorities.	30 Jun 20	J Craig	
3	Align the approach & sequencing of performance monitoring for Executive Committee, Corporate Management Team and Directorate Management Team’s, incorporating a programme of service level deep dives.	Agree approach 30 Mar 20 Commence 31 May 20	J Craig	
4	Ensure performance reports include adequate commentary on reasons for underperformance and actions to address.	30 Mar 20	J Craig	

Additional planned actions

Actions Proposed	Timescales	Lead Officer	Report Ref
1 Review the potential for earlier visibility of meeting / Committee content, for members.	31 Mar 20	J Craig	25
2 Ensure that resourcing of Fit for 2024 does not adversely impact on business as usual service delivery. Rebalance senior portfolio's or use of secondments, backfill, recruitment and/or consultancy as appropriate.	Ongoing	C Hepburn	35
3 Review content of customer satisfaction surveys, engaging with partner organisations/providers as required, to maximise opportunities for insight and ensure appropriate questioning & results analysis in future Scottish Borders Household Surveys.	30 Jun 20	J Craig	62
4 Ensure relevant officers are reminded of their responsibilities to the council and Arm's Length External Organisation(s) at appointment and on a regular basis thereafter.	30 Mar 20 / Ongoing	R Dickson	123
5 Develop regular progress reporting on Fit for 2024 for FF24 Board, Corporate Management Team and Executive/Public Performance Reporting.	30 Mar 20	C Hepburn	154
6 Review Fit for 2024 implementation plans in light of the council's Annual Governance Statement.	30 Mar 20 / Annually	C Hepburn	155-156