

# Public Document Pack



## SCOTTISH BORDERS COUNCIL THURSDAY, 26 AUGUST, 2021

A MEETING of the SCOTTISH BORDERS COUNCIL will be held VIA MICROSOFT TEAMS on  
THURSDAY, 26 AUGUST, 2021 at 10.00 AM

J. J. WILKINSON,  
Clerk to the Council,  
19 August 2021

<b>BUSINESS</b>																																										
1.	<b>Convener's Remarks.</b>																																									
2.	<b>Apologies for Absence.</b>																																									
3.	<b>Order of Business.</b>																																									
4.	<b>Declarations of Interest.</b>																																									
5.	<p><b>Minute</b> (Pages 5 - 18)</p> <p>Consider Minute of Scottish Borders Council held on 17 June 2021 for approval and signing by the Convener. (Copy attached.)</p>	2 mins																																								
6.	<p><b>Committee Minutes</b></p> <p>Consider Minutes of the following Committees:-</p> <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>a) Major Contracts Governance Group</td><td style="text-align: right;">1 June 2021</td></tr> <tr><td>b) Audit &amp; Scrutiny</td><td style="text-align: right;">3 June 2021</td></tr> <tr><td>c) Innerleithen Common Good Fund</td><td style="text-align: right;">3 June 2021</td></tr> <tr><td>d) Sustainable Development</td><td style="text-align: right;">4 June 2021</td></tr> <tr><td>e) Jedburgh Common Good Fund</td><td style="text-align: right;">7 June 2021</td></tr> <tr><td>f) Executive</td><td style="text-align: right;">8 June 2021</td></tr> <tr><td>g) Teviot &amp; Liddesdale Area Partnership</td><td style="text-align: right;">8 June 2021</td></tr> <tr><td>h) Selkirk Common Good Fund</td><td style="text-align: right;">9 June 2021</td></tr> <tr><td>i) Community Planning Strategic Board</td><td style="text-align: right;">10 June 2021</td></tr> <tr><td>j) Peebles Common Good Fund</td><td style="text-align: right;">10 June 2021</td></tr> <tr><td>k) Berwickshire Area Partnership</td><td style="text-align: right;">10 June 2021</td></tr> <tr><td>l) William Hill Trust</td><td style="text-align: right;">15 June 2021</td></tr> <tr><td>m) Lauder Common Good Fund</td><td style="text-align: right;">15 June 2021</td></tr> <tr><td>n) Kelso Common Good Fund</td><td style="text-align: right;">15 June 2021</td></tr> <tr><td>o) Tweeddale Area Partnership</td><td style="text-align: right;">15 June 2021</td></tr> <tr><td>p) Hawick Common Good Fund</td><td style="text-align: right;">18 June 2021</td></tr> <tr><td>q) Eildon Area Partnership</td><td style="text-align: right;">24 June 2021</td></tr> <tr><td>r) Planning &amp; Building Standards</td><td style="text-align: right;">28 June 2021</td></tr> <tr><td>s) Audit &amp; Scrutiny</td><td style="text-align: right;">29 June 2021</td></tr> <tr><td>t) Berwickshire Area Partnership</td><td style="text-align: right;">1 July 2021</td></tr> </tbody> </table>	a) Major Contracts Governance Group	1 June 2021	b) Audit & Scrutiny	3 June 2021	c) Innerleithen Common Good Fund	3 June 2021	d) Sustainable Development	4 June 2021	e) Jedburgh Common Good Fund	7 June 2021	f) Executive	8 June 2021	g) Teviot & Liddesdale Area Partnership	8 June 2021	h) Selkirk Common Good Fund	9 June 2021	i) Community Planning Strategic Board	10 June 2021	j) Peebles Common Good Fund	10 June 2021	k) Berwickshire Area Partnership	10 June 2021	l) William Hill Trust	15 June 2021	m) Lauder Common Good Fund	15 June 2021	n) Kelso Common Good Fund	15 June 2021	o) Tweeddale Area Partnership	15 June 2021	p) Hawick Common Good Fund	18 June 2021	q) Eildon Area Partnership	24 June 2021	r) Planning & Building Standards	28 June 2021	s) Audit & Scrutiny	29 June 2021	t) Berwickshire Area Partnership	1 July 2021	5 mins
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7.	<p><b>Edinburgh and South East Scotland City Region Deal Regional Growth Framework Update</b> (Pages 19 - 74)</p> <p>Consider report by Service Director Customer &amp; Communities. (Copy attached.)</p>	20 mins
8.	<p><b>Expression of Interest for Borderlands City of Culture 2025</b> (Pages 75 - 80)</p> <p>Consider report by Service Director Customer &amp; Communities. (Copy attached.)</p>	15 mins
9.	<p><b>Place Making Next Steps</b> (Pages 81 - 108)</p> <p>Consider report by Service Director Customer &amp; Communities. (Copy attached.)</p>	20 mins
10.	<p><b>Proposed Amendment to Scheme of Administration - Major Contracts Governance Group</b> (Pages 109 - 118)</p> <p>Consider report by Chief Executive. (Copy attached.)</p>	15 mins
11.	<b>Open Questions</b>	15 mins
12.	<b>Any Other Items Previously Circulated</b>	
13.	<b>Any Other Items Which the Convener Decides Are Urgent</b>	
14.	<p><b>Private Business</b></p> <p>Before proceeding with the private business, the following motion should be approved:-</p> <p>“That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act.”</p>	
15.	<p><b>Minute</b> (Pages 119 - 120)</p> <p>Consider private Section of Minute of Scottish Borders Council held on 17 June 2021. (Copy attached.)</p>	1 mins
16.	<p><b>Committee Minutes</b></p> <p>Consider private Sections of the Minutes of the following Committees:-</p> <p>(a) Major Contract Governance 1 June 2021  (b) Selkirk Common Good Fund 9 June 2021</p>	

	(c) Hawick Common Good Fund	18 June 2021	
	(d) Civic Government Licensing	23 July 2021	
(Please see separate Supplement containing private Committee Minutes.)			

**NOTES**

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

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Please direct any enquiries to Louise McGeoch Tel 01835 825005  
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**SCOTTISH BORDERS COUNCIL**

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held via Microsoft Teams on 17 June 2021 at 10.00 a.m.

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Present:- Councillors D. Parker (Convener), S. Aitchison, A. Anderson, H. Anderson, J. Brown, S. Bell, C. Cochrane, G. Edgar, J. A. Fullarton, J. Greenwell, C. Hamilton, S. Hamilton, S. Haslam, E. Jardine, H. Laing, J. Linehan, W. McAteer, T. Miers, D. Moffat, S. Mountford, D. Paterson, C. Ramage, N. Richards, E. Robson, M. Rowley, H. Scott, S. Scott, E. Small, R. Tatler, G. Turnbull, T. Weatherston.

Apologies:- Councillors K. Chapman, S. Marshall, E. Thornton-Nicol.

In Attendance:- Chief Executive, Executive Director (Corporate Improvement & Economy), Executive Director (Finance and Regulatory), Service Director Assets & Infrastructure, Service Director Customer & Communities, Service Director HR & Communications, Service Director Young People, Engagement & Inclusion, Joint Director of Public Health, Chief Social Work & Public Protection Officer, Chief Operating Officer Adult Social Work & Social Care, Chief Legal Officer, Clerk to the Council.

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**1. CONVENER'S REMARKS**

1.1 The Convener advised that the following Borderers had been recognised in the Queen's Birthday Honours:-

- Pauline Elliot from Newcastleton received a BEM for services to the Newcastleton Resilience Group during the Covid-19 pandemic;
- Janet Moffat from Coldstream received a BEM for services to Charity in the Scottish Borders and Overseas;
- Professor Sandy Davison from Ancrum received an MBE for voluntary service to the Royal British Legion in Scotland; and
- George Young from Kelso received an MBE for voluntary service in the Scottish Borders.

1.2 The Convener advised that two schools had won awards as follows:-

- Stow Primary School had for the 3<sup>rd</sup> year in a row become Scottish Champions in the Better Energy School Awards for Excellence in Environmental Education. The finals would take place, virtually on June 23<sup>rd</sup> where they would be up against 3 other schools. They were also shortlisted in the national Surfers Against Sewage Plastic Free Awards which were taking place today; and
- Peebles High School winning the Donald Dewar Debating Trophy for the third time in 4 years.

1.3 The Convener congratulated the organisers of Hawick Common Riding on the virtual event they had organised. They had viewers from around the world tuning in, with friends from neighbouring Border towns watching everything that had gone out. At the last tally, they had had over 200k views. There had been over 18 hours of original programming streamed, with over 150 performers, speakers and interviewees, as well as both bands, and messages of support from neighbouring Principals and Exiled Teries. Over 60 different songs and poems were performed and there had been archive footage and photos from years gone by. Schools had also been able to join in on Common Riding Thursday with their virtual events.

1.4. The Convener advised Members that this would be the last meeting attended by Rob Dickson, Executive Director (Corporate Improvement & Economy) before he left the Council

to take up a post with VisitScotland. He paid tribute to his 10 years of outstanding service and listed the various projects that Rob had been involved in over the years and wished him well for the future. Rob thanked the Convener for his kind words and paid tribute to the Councillors and the Corporate Management Team for their support. He confirmed he would continue to live in and look out for the interests of the Borders.

**DECISION**

**AGREED that congratulations be passed to all those concerned.**

2. **MINUTE**

The Minute of the Meeting held on 27 May 2021 was considered.

**DECISION**

**AGREED that the Minute be approved and signed by the Convener.**

3. **COMMITTEE MINUTES**

The Minutes of the following Committees had been circulated:-

Audit & Scrutiny	10 May 2021
Police, Fire & Rescue & Safer Communities	14 May 2021
Local Review Body	17 May 2021
Executive	18 May 2021
William Hill Trust	18 May 2021
Peebles Common Good Fund	19 May 2021
Peebles Common Good Fund	26 May 2021
Planning & Building Standards	31 May 2021

**DECISION**

**APPROVED the Minutes listed above subject to paragraph 4 below.**

4. **COMMITTEE RECOMMENDATIONS**

There had been circulated copies of a recommendation by the Police, Fire & Rescue and Safer Communities Board recommending approval of the 2021 SFRS Local Plan, a copy of which had also been circulated.

**DECISION**

**AGREED to approve the 2021 SFRS Local Plan.**

5. **APPOINTMENT OF INDEPENDENT INVESTIGATOR IN CONNECTION WITH THE COUNCIL'S HANDLING OF SCHOOL ASSAULT ALLEGATIONS**

With reference to paragraph 2 of the Minute of 27 May 2021, there had been circulated copies of a report by the Chief Executive on the action to be taken following the conviction on 13 May 2021 of a former Scottish Borders Council employee on five charges of assaulting children and a further charge of abusive behaviour at a school in the Scottish Borders. The offences took place between 2016 and 2017, whilst the individual was employed by the Council. As Head of Paid Service, the Chief Executive, announced at the Council meeting in May the intention to commission an independent inquiry into the Council's handling of the concerns that were raised. The report outlined the scope of that inquiry, the process of identifying an investigator, and noted the timescale for the completion of the investigative report. The Chief Executive reported that she had now appointed Andrew Webster QC who was very experienced in this type of work. Following this meeting she would discuss detailed terms of reference with Mr Webster. In addition to commissioning this inquiry the Chief Executive had also asked Education Scotland to carry out an independent review of the provision of Education at, and the practices followed in, the Council's Complex Needs settings and they had accepted this request. The Chief Executive and the Service Director Young People, Engagement & Inclusion were due to meet with Education Scotland the following week. Members welcomed the action being taken.

## **DECISION**

### **NOTED:-**

- (a) the appointment of an independent investigator, Mr Andrew Webster, QC, to conduct an inquiry into the Council's response to concerns raised covering the period 2016 to 2017;**
- (b) the scope of the independent inquiry to be commissioned, as summarised in the report; and**
- (c) that the Chief Executive would request that the said inquiry and associated work be completed by September 2021.**

## **6. REFRESH OF SCOTTISH BORDERS COUNCIL CORPORATE PLAN 2018-2023**

With reference to paragraph 1 of the Minute of 20 February 2018, there had been circulated copies of a report by the Executive Director Corporate Improvement and Economy on a refresh of the [Council's Corporate Plan 2018-2023](#) by supplementing it with a Refresh Document, contained in Appendix 1 to the report, to provide a stimulus for discussion of a new Corporate Plan for the period 2023-2028 and to provide a framework for annual review of and engagement around the Corporate Plan. The report explained that much had changed since Council agreed its existing Corporate Plan in 2018. The report addressed how the Council could refresh, recast and strengthen the existing Corporate Plan to address challenges and optimise opportunities. This would be done by promoting a strengthening of the Council's values and a unifying mission which built on the commitments under the four themes of the Corporate Plan. These values and mission required to be set within the strategic landscape of challenges and opportunities faced by the region and the Council. Council managers had been engaged in developing 'refreshed' service plans, intended to more effectively align the Corporate Plan to those plans which guided the delivery of the objectives at the service level. All of this was about strengthening the 'Golden Thread': the relationship of strategy to plans and actions and their relationship to managers and to staff. In strengthening the Golden Thread, the report also identified the need to revisit the Council's approach to Performance Management. The need for clear performance information which measured the Council's priorities to allow the delivery of improved outcomes was highlighted and a review of the Council's Performance Management Framework had been initiated to support this process. Finally, the report proposed that the Refresh Document should serve as a framework for future engagement around a new Corporate Plan for the period 2023-2028 and that an annual review of the Corporate Plan should be undertaken as an essential element of ensuring that it continued to be relevant and responsive to change. Members welcomed this updating of the Corporate Plan given the level of change experienced by the Council since 2018 and that it would help facilitate the debate for the new Plan.

## **DECISION**

### **AGREED:-**

- (a) the Refresh Document, contained in Appendix A to the report to refresh and supplement the Corporate Plan 2018-2023;**
- (b) the Refresh Document would provide a framework for public engagement and consultation about a new Corporate Plan for the period 2023-2028; and**
- (c) that a review of the Corporate Plan be undertaken on an annual basis, with the first such review to align with Council's consideration of its Financial Plan 2022-23 to 2027-28.**

## **7. EDINBURGH AND SOUTH EAST SCOTLAND CITY REGION DEAL REGIONAL GROWTH FRAMEWORK UPDATE**

There had been circulated copies of a report by the Executive Director Corporate Improvement and Economy, which provided an update on the development of the Edinburgh and South East Scotland City Region Deal draft Regional Prosperity Framework, the consultation programme and the future review by Scottish Borders Council. The report explained that due to the success of the City Region Deal collaboration, and in the context of an evolving approach to planning for land use, transport, economic development and housing at national and regional levels, on 31 May 2019 the City Region Deal Leaders instructed officers to develop a proposition for a regional framework for growth, which was approved by the City Region Deal Joint Committee in September 2019. The Framework would be a non-statutory public statement of an aligned economic vision, ambition and priorities for South East Scotland, which would seek to influence and be influenced by other plans and strategies developed at national, regional and local levels. Since the decision was made to prepare the Framework, the UK had exited the European Union, the global economy had been significantly impacted by the Covid-19 pandemic, and ambitions and actions on climate change had been intensified and prioritised. The Regional Prosperity Framework sought to set out a 20-year vision to help address the significant challenges and opportunities ahead. In addition to supporting a post-Covid economic recovery, the region needed to be in a position to address national priorities such as Scotland becoming a more sustainable, inclusive and net zero carbon economy, while supporting wellbeing for all its people. The consultation Draft Regional Prosperity Framework, provided in Appendix 1 to the report, was approved by the Joint Committee on 4 June 2021 for consultation across the City Region over a six week period. Once that consultation was complete, officers aimed to bring a further report to Council on 26 August 2021. At this stage, the consultation draft 'Regional Prosperity Framework' signposted, but did not present a fixed view of the region's future ambitions and priorities. It aimed to provide a framework for stakeholders to reflect on where the region had come from, to discuss where it was at present, and to envision where it should go in future. It pointed out that collaborative working and collective impact would be required to deliver regional prosperity in future. Briefings for Elected Members were planned to gather views on the Framework and consider outputs from the consultation exercise prior to the Council report in August 2021. Members welcomed the consultation on the Framework.

**DECISION  
AGREED:**

- (a) to endorse the Draft Regional Prosperity Framework (as detailed in Appendix 1 to the report) and the associated public consultation exercise and 'Future Work Programme' set out in sections 5, 6 and 7 of the report; and**
- (b) to receive the proposed 'final' Regional Prosperity Framework for consideration, following the public consultation exercise.**

**8. DRAFT SOUTH OF SCOTLAND REGIONAL ECONOMIC STRATEGY**

There had been circulated copies of a report by the Executive Director Corporate Improvement and Economy on the progress being made in the development of the South of Scotland Regional Economic Strategy and seeking agreement to support the planned consultation on the draft Strategy, which was contained in Appendix 1 to the report. The draft South of Scotland Regional Economic Strategy had been developed by the South of Scotland Regional Economic Partnership (REP). The REP aimed to ensure that there was a strong strategic direction for the economic development of the South of Scotland that aligned partner activities with those of the South of Scotland Enterprise (SOSE). The REP comprised members drawn from the public, private, voluntary, and community sectors from across the South of Scotland. Councillor Rowley currently chaired the REP and Scottish Borders Council's other REP members comprised Councillors Haslam, Mountford and Bell, with Councillor Robson as a substitute. The first main task of the REP had been leading and overseeing the development of a South of Scotland Regional Economic Strategy. The draft Strategy contained in Appendix 1 to the report provided a vision for the next 10 years,

together with a set of six themes and associated priorities. These would provide the ambition and intent for the development of a three year delivery plan that was updated on an annual basis. It was proposed that the draft Strategy went out for public consultation and came back for the Council's approval at its meeting on 27 September 2021. The delivery plan would be developed in the next two months in tandem with the proposed public consultation on the draft Strategy. It was planned that a Members briefing would take place before the end of June 2021 to gather views on the draft Strategy. Members welcomed the report and emphasised that the future of the area depended on getting this Strategy right.

## **DECISION**

### **AGREED to:-**

- (a) endorse the draft South of Scotland Regional Economic Strategy as contained in Appendix 1 to the report and agreed to support the planned consultation on the Strategy; and**
- (b) receive the final consulted South of Scotland Regional Economic Strategy at the Council meeting on 27 September 2021 for review and approval.**

## **9. SUPPLEMENTARY PLANNING GUIDANCE: TWEEDBANK - VISION FOR GROWTH AND SUSTAINABILITY**

- 9.1 With reference to paragraph 7 of the Minute of 30 January 2020, there had been circulated copies of a report by the Executive Director Corporate Improvement and Economy seeking approval of Supplementary Planning Guidance for the future development of Tweedbank. The report explained that a 34ha site was allocated within the Council's adopted Local Development Plan (LDP) 2016 to the north of Tweedbank for mixed use development which included housing and business uses. The site was incorporated into the LDP as part of Supplementary Guidance (SG) on Housing, as required by the Planning and Environmental Appeals Division of the Scottish Government following Examination of the LDP. The Housing SG was approved by the Council and was cleared by Scottish Ministers in November 2017. The LDP stipulated the requirement for Supplementary Planning Guidance (SPG) to be provided for the site. The purpose of the SPG was to set out the Council's vision for the site and give greater clarity on measures to achieve a high quality development. This included identifying site constraints to be addressed, the identification of zones for specific uses, indicative housing densities for the residential zones, a possible area for a care home facility, placemaking and design guidance and a pre-application checklist. A draft version of the SPG was approved by the Council in January 2020 as the basis for consultation. A 12 week public consultation followed thereafter which included a public exhibition in the Tweedbank Community Centre. All representations received during the consultation period were summarised in Appendix B to the report along with Officer responses to the representations submitted. The Appendix also confirmed changes to the SPG proposed by Officers in response to the representations received and the consequent amended version of the SPG was contained in Appendix A to the report. Although the Draft SPG incorporated a section on placemaking and design it was considered this should be expanded upon. Consequently a Design Guide had been prepared which gave more detailed advice along with good practice examples and references other related material considerations. The Guide would help ensure a high quality sustainable development which was sensitively designed within the attractive landscape setting of the site and met the Council aspirations for a high quality community for the future. The Design Guide was contained in Appendix C to the report.
- 9.2 In considering the purchase of Lowood Estate, Council had been agreed that all future strategic decisions relating to the Estate would be considered by Council. Consequently the final approval of the SPG / Design Guide required to be made by Council. At the meeting of the Council in January 2020 it was agreed that at the conclusion of the consultation period all consultation responses and any proposed consequential amendments to the Draft SPG would be reported initially to the Planning and Building Standards Committee for their review and comment. Thereafter the SPG and any comments from the Planning & Building Standards Committee would be reported to the Council. The SPG and associated

Design Guide were presented to the Planning and Building Standards Committee on 31 May 2021. A summary of the comments made by Members was included within the table in Appendix D to the report. No changes were required to be made to the document following the Committee meeting. Once approved by Council, the SPG and the Design Guide would be significant material considerations in guiding planning applications for the development of the site. A number of decisions had been taken by the Council in respect of the purchase of the Lowood Estate and the terms of the Full Business Case for the Edinburgh & South East Scotland City Region City Deal, which allowed draw down of £15m of funding for the Central Borders Innovation Park had an interrelationship with the proposed SPG. However, this report solely focussed on the Planning Guidance that would help shape development on the site and ensure that it became an integral part of Tweedbank. Further reports on the Development and Marketing Strategy would be forthcoming later in the year.

- 9.3 Members discussed the report in detail and highlighted the importance of the new development being an integral part of Tweedbank and the need to provide good community facilities. Officers were reminded that they had to manage any possible conflict between their roles as advisers on planning and as owners of the land. Mr Dickson answered Members' questions and confirmed that there would be a further report on development and marketing which it was hoped would be presented in September and a briefing for Councillors before then. Members generally welcomed the proposals.

#### **DECISION**

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

- (a) note the officer responses to the representations received and the consequent proposed amendments to the SPG, as detailed in Appendix B to the report, and the comments made by Members during briefings and the Planning and Building Standards Committee, contained in Appendix D to the report;**
- (b) approve the Supplementary Planning Guidance, contained in Appendix A to report; and**
- (c) approve the Design Guide, contained in Appendix C to the report.**

#### **10. CLIMATE CHANGE ROUTE MAP FOR THE SCOTTISH BORDERS**

With reference to paragraph 14 of the Minute of 17 December 2021, there had been circulated copies of a report by the Executive Director Corporate Improvement and Economy seeking approval of the draft Climate Change Route Map set out in Appendix 1 to the report. At the meeting of 25 September 2020, Scottish Borders Council agreed a series of recommendations contained within the report 'Responding to the Climate Emergency'. One of the recommendations agreed was that the Council, as an organisation, and for the Scottish Borders, as a region, 'set out a clear plan of action to reduce our carbon emissions and other greenhouse gases, such a plan to return to Council for consideration before the end of March 2021.' The impacts of the response to the COVID pandemic across Council services during 2020, particularly the availability of staff, necessitated a request to extend this deadline to June 2021, and this was agreed by Council on 17 December 2020. The Climate Change Route Map (CCRM) set a strategic direction for the Council and its partners and communities to move to a net zero emissions economy by 2045, in line with the national target set by the Scottish Government. Members discussed the report and noted that Government and UN targets were updated regularly and it was a challenging agenda for the Council. Appropriate training for both officers and Councillors to be carbon literate was also highlighted. Councillor H. Anderson proposed an additional recommendation be added "that officers be tasked with producing a plan of priority actions to be undertaken over the next two years; the plan's development to be scrutinised and informed by the Sustainable Development Committee, with a view to reporting back to full Council in February 2022" and this was unanimously accepted.

## **DECISION**

### **AGREED:-**

- (a) to approve the Climate Change Route Map set out in Appendix 1 to the report; and**
- (b) that officers be tasked with producing a plan of priority actions to be undertaken over the next two years; the plan's development to be scrutinised and informed by the Sustainable Development Committee, with a view to reporting back to full Council in February 2022.**

## **11. EYEMOUTH PRIMARY SCHOOL - UPDATE REPORT**

With reference to paragraph 10 of the Minute of 17 December 2021, there had been circulated copies of a report by the Service Director Young People, Engagement and Inclusion providing an update on the Eyemouth Primary School project following the completion of an informal consultation. Council had given approval in December 2020 to undertake a community engagement and consultation on 3 options for alternative education delivery models in the town. Given movement restrictions, this consultation was conducted digitally using the Citizen Space platform. The results of this engagement and consultation suggested community interest and support for a campus style model for the delivery of education. The next stage in the process would be the commencement of a statutory consultation in accordance with Schools (Consultation) (Scotland) Act 2010 legislation. The local Members thanked officers for their efforts and were pleased to see that there was a clear preference for option 3, the creation of a campus style facility for all stages of education from Early Years to S6 on the site of the High School.

## **DECISION**

### **AGREED:-**

- (a) to note the results of the community engagement;**
- (b) to approve the commencement of a statutory consultation in accordance with the Schools (Consultation) (Scotland) Act 2010; and**
- (c) that a follow on report would be provided as the project progressed.**

## **12. SCOTTISH BORDERS PROPOSED GAELIC LANGUAGE PLAN**

There had been circulated copies of a report by the Executive Director Corporate Improvement and Economy seeking agreement that the Council's proposed draft Gaelic Language Plan, as contained in Appendix 1 to the report, was forwarded to the Bòrd na Gàidhlig for their agreement in accordance with the Gaelic Language (Scotland) Act 2005. The report explained that The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland and commanding equal respect to the English language. All Councils in Scotland had been asked by the Bòrd na Gàidhlig to prepare a statutory Gaelic Plan in accordance with the Gaelic language (Scotland) Act 2005. Gaelic Language Plans were seen as a key part in delivering the National Gaelic Plan to secure the status of Gaelic in Scotland. Once the plan had been out for public consultation, it had to be submitted to the Bòrd na Gàidhlig for approval. The Gaelic Language Plan should also include a report on the outcome of the consultation. The Council conducted a public consultation on the draft Gaelic Language Plan and the outcome was detailed in Appendix 2 to the report. Once approved by the Bòrd na Gàidhlig, the draft Gaelic Language Plan would become final and would be translated into Gaelic and both copies (English and Gaelic) would be published on the Council's website. Members noted that although there were only a few Gaelic speakers in the Borders the Council should support them.

## **DECISION**

**AGREED to submit the draft Gaelic Plan to the Bòrd na Gàidhlig for their approval.**

**13. RESPITE CARE FOR CHILDREN WITH COMPLEX NEEDS AND THOSE IN KINSHIP CARE**

With reference to paragraph 5 of the Minute of 19 March 2021, there had been circulated copies of a report by the Chief Social Work and Public Protection officer on the establishment of a pilot project to provide respite care for children in foster care and kinship care. The proposal was to provide other carers an enhanced rate to offer a short stay respite service during weekend and holiday periods. The report explained that the proposal was brought forward by Councillor Robson as part of the budget debate, and whilst his proposal was not accepted by the Administration, they did agree to call for a report on the issue. The budget identified for the pilot was £27k. The report proposed a Test of Change to increase the recruitment and support of Short Breaks and other respite carers and provided enhanced support to carers of children with complex needs and those in kinship care. The duration of the Test of Change would be initially for one year. Respite care was a key service designed to both provide parents and carers with a break from their often extensive parental care responsibilities and to help prevent family breakdown due to the stressors involved in caring for a child with disability. Kinship care, formal care provided by family or extended family members, was similar to foster care in that the children were legally looked after children and had many of the presenting histories and needs of children in foster care. Support was key in ensuring kinship care placements were as robust as possible and not subject to unnecessary breakdown or disruption. Respite services for children with complex needs and kinship care were relatively limited and this proposal would result in better outcomes for children, young people and their families and financial savings which would otherwise be spent on external resources. Members welcomed this year long trial and looked forward to receiving a report on the outcome. Councillor Robson thanked Members and officers for their support in taking this matter forward.

**DECISION**

**AGREED:-**

- (a) to improve the outcomes for both children with complex needs and children in kinship care by expanding the opportunity of respite care; increase the recruitment and support of Short Breaks and other respite carers; and, provide enhanced support to carers of children with complex needs and those in kinship care by supporting a Test of Change for the duration of one year;**
- (b) the budget for the Test of Change which would require the enhancement of existing remuneration payments to Short Breaks carers, recruitment a 0.5fte Social Worker (Grade 9a) and a small recruitment budget as shown below**

<b>Social Worker (Grade 9a)</b>	<b>17.5 hours pw</b>	<b>£22,233.18</b>
<b>Recruitment budget</b>		<b>£1000</b>
<b>Enhanced Short Breaks payments</b>		<b>£3,766.82</b>
<b>Total</b>		<b>£27,000</b>

- (c) that any additional funding required for the enhancement of Short Breaks carer payments would be met within the existing Family Placement Team Budget.**

**ADJOURNMENT**

The meeting was adjourned at 1.30 p.m. for lunch and reconvened at 2.00 p.m.

**14. PROPOSED SERVICE REDESIGN OPPORTUNITIES FOR ENGAGEMENT**

- 14.1 With reference to paragraph 8 of the Minute of 24 February 2021, there had been circulated copies of a joint report by Executive Director Corporate Improvement and Economy, Service Director HR and Communications, and Service Director Customer and Communities, which set out both the challenges and opportunities facing both SBC's Customer Advice and Support Service (CASS) and Live Borders in aligning services with rapidly changing customer needs and expectations and proposed service redesign options for community engagement as part of the wider developing Place Making arrangements. The report had been drafted jointly with Live Borders as the Council's Strategic Partner in the delivery of Culture and Sport services. The report recognised that both organisations faced many of the same challenges in terms of how services were developed and sustained at a time of unprecedented change and also recognised the interconnectedness of both current service delivery arrangements and future redesign opportunities. The report was rooted in both the Fit for 2024 Programme as agreed by Council in February 2019 and the Live Borders Strategy (2019-23). It also followed on from, and built on, previous reports to Council in both December 2020 and February 2021 and set out the case for redesigning service delivery arrangements across 7 interconnected areas of services delivered by both Live Borders and SBC, namely Customer Access Arrangements, Registrars, Museums & Galleries, Sport, Library Services, Public Halls and Community Centres. The case for service redesign was built around 8 shared redesign principles:-
- (a) Community Engagement and Participation
  - (b) Meeting customer needs and expectations
  - (c) Improving and simplifying services and service access
  - (d) Sustainability
  - (e) Equality of access
  - (f) Alignment with local and national strategy
  - (g) Making the most of investment – including external Place-Based funding opportunities
  - (h) Sustainable recovery following the Covid-19 pandemic

- 14.2 The report recognised that both Live Borders and the Council were on a continuing journey of modernising services and opportunities for service redesign intended to build upon and evolve a multi-channel approach to service delivery including:-
- (a) Face-to-face – continue to provide sustainable service arrangements through focussing investment and footfall into fewer flexible and multi-purpose facilities.
  - (b) Digital – continue to increase and improve the range of services and information available online
  - (c) Telephone – continue to develop, improve and simplify telephone services

A series of indicative service redesign opportunities across the 7 in-scope services were set out in the report, although these were not exhaustive and the report did not seek to make any recommendations on the opportunities. Instead, the opportunities were brought forward as a starting point for engagement with communities and recognising that there was unlikely to be a "one-size-fits-all" model in terms of face-to-face services. In line with previous decisions of Council, engagements with communities would begin through the Place Making approach in Autumn 2021 and subject to the Place Making Gateway review report to August Council. Engagement would include service users and other key stakeholders relating to the 7 in-scope services.

- 14.3 The report recognised the opportunities that new Place-Based funding represented to communities in shaping and developing local facilities and services and, where appropriate, to take on the management and ownership of local assets. The flexible approach which the report proposed was intended to enable communities to move at a pace that enabled them to align proposals with funding rounds wherever possible and appropriate. Given both the unique circumstances of each community and the developing timescales of the Place Making approach it was proposed that the engagement moved at a pace which was agreed with each community and that recommendations for changes to service design were brought from communities to Council as and when individual communities were ready to seek agreement around their proposals for service redesign and to enable any associated applications for place-based funding to be developed. Members noted the challenges faced but

acknowledged that doing nothing was not an option. The need for transparency was highlighted and that agreement on the delivery of services would inform the estate requirements.

#### **DECISION**

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

- (a) the redesign principles and case for change set out in the report;**
- (b) that the indicative service redesign themes and opportunities as set out in the report be used as a catalyst for engagement with communities; and**
- (c) that engagement with communities on service redesign began as part of the Place Making approach at the earliest opportunity and that:**
  - (i) engagement move at a pace agreed with each community; and**
  - (ii) proposals from communities were brought back to Council for agreement as and when communities were ready to do so.**

#### **MEMBER**

Councillor Miers left the meeting.

#### **15. REVISION OF COMMUNITY ASSET TRANSFER POLICY**

With reference to paragraph 7 of the Minute of 29 November 2018, there had been circulated copies of a report by the Executive Director Finance and Regulatory seeking approval for an amendment to the Council's Community Asset Transfer Policy along with necessary changes to the Schemes of Administration and Delegation. The report explained that on 29 November 2018 Council approved a Community Asset Transfer Policy through which it would comply with the provisions of Part 5 of the Community Empowerment (Scotland) Act 2015. That Act gave community bodies a right to make requests to a Local Authorities for the transfer of any land or buildings they felt they could better utilise. The Act created a timeline for processing an application and required applications to be determined within six months of a valid application being received. It also established a 2-tier process whereby an Authority was required to establish both a decision making procedure and an appeal procedure. The Council's procedure provided that an Officer group (the Asset Transfer Group) made the initial decision and that any appeal would be heard by an Ad Hoc Asset Transfer Appeals Committee. The law then provided a further appeal to Scottish Ministers. Scottish Borders Council received its first Community Asset Transfer Request for land held by the Common Good earlier this year. In considering how to best progress that application it was recognised that the best decision making body in respect of Common Good issues was perhaps Common Good Trustees, and not Officers. It was therefore recommended that the Asset Transfer Policy was amended to provide that any Community Asset Transfer Request in respect of Common Good Assets was determined in the first instance by the relevant Common Good Fund Sub-Committee. It was further recommended that any appeal should thereafter be determined by the Asset Transfer Appeal Committee, acting as Common Good Trustees. Councillor Tatler commented on the Peebles Common Good Fund experience and welcomed this clearer process.

#### **DECISION**

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

- (a) to approve the revisions to the Community Asset Transfer Policy as detailed in the report; and**
- (b) to amend the Scheme of Administration as follows:-**

- (i) that an additional function be added to the remit of the Common Good Fund Sub-Committees as follows:

“to determine any Community Asset Transfer Request made in respect of Common Good Property. For the avoidance of doubt, there is no financial value limit to the exercise of this function. However in the event that a Sub-Committee is minded to transfer property to a Community Transfer Body, the matter will require to be referred to the Community Asset Appeal Committee for ratification.”

- (ii) a new function be added to the functions of the Community Asset Appeal Committee in the following terms:

“2. Determining whether to ratify the value at which a Community Asset Transfer is to be made, where the Asset Transfer Officer Group or a Common Good Sub-Committee has determined to agree to that transfer at a value less than market value.”

- (iii) a new function be added to the functions of Council in the following terms:

“In situations where the Community Asset Appeal Committee been engaged in Stage 1 of any Community Asset Transfer request, the consideration and determination of reviews by any Community Transfer Body made under Section 86 of the Community Empowerment (Scotland) Act 2015, where the Asset Transfer Officer Group or a Common Good Fund Sub-Committee has:

- (i) refused the request; or
- (ii) agreed to the request but the decision notice relating to the request specifies material terms or conditions which differ to a significant extend from those specified in the request; or
- (iii) failed to issue a decision within the statutory period.”

## 16. COMMITTEE MEMBERSHIP

Members considered the following appointments:

- (a) A member of the Administration as a replacement for Councillor Haslam on the Sustainable Development Committee; and
- (b) A replacement for Councillor Greenwell on the IJB and IJB Audit Committee.

Councillor Haslam, seconded by Councillor Mountford, moved that Councillor Linehan be appointed to all 3 vacancies.

### DECISION

**AGREED that Councillor Linehan be appointed to the Sustainable Development Committee, the IJB and the IJB Audit Committee.**

## 17. MOTION BY COUNCILLOR PATERSON

Councillor Paterson, seconded by Councillor McAteer, moved his Motion as detailed ion the agenda in the following terms:-

“Scottish Borders Council reaffirms its 100% commitment to extending the Borders Railway to Carlisle via Hawick and Newcastleton, and if possible, instigates a meeting with the Transport Ministers of the UK Government and the Scottish Government to hopefully leave both Parliaments in no doubt about the strength of feelings from the many people south of Tweedbank for the Borders Railway to be extended as quickly as possible.”

Councillor Paterson spoke in support of his Motion. Councillor Haslam asked if he would remove the word “hopefully” and this was agreed. Members unanimously approved the Motion.

**DECISION**

**AGREED to approve the Motion as detailed above subject to the removal of the word “hopefully”.**

**MEMBERS**

Councillors Linehan and H. Scott left the meeting.

18. **OPEN QUESTIONS**

The questions submitted by Councillors S. Hamilton and Robson were answered.

**DECISION**

**NOTED the replies as detailed in Appendix I to this Minute.**

19. **PRIVATE BUSINESS**

**DECISION**

**AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in Appendix II to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1, 6, 8 and 9 of Part I of Schedule 7A to the Act.**

**SUMMARY OF PRIVATE BUSINESS**

20. **Committee Minutes**

The private sections of the Committee Minutes as detailed in paragraph 3 of this Minute were approved.

**DECLARATION OF INTEREST**

Councillor Ramage declared an interest in the following item of business in terms of Section 5 of the Councillors Code of Conduct and left the Chamber during the discussion.

21. **UK Community Renewal Fund - Shortlisted Projects for the Scottish Borders**

Members approved the list of bids to the Scottish Borders Community Renewal Fund for submission to the UK Government.

*The meeting concluded at 3.00 p.m.*

**SCOTTISH BORDERS COUNCIL**  
**17 JUNE 2021**  
**APPENDIX I**

**OPEN QUESTIONS**

**Question from Councillor S. Hamilton**

To Executive Member for Children and Young People

To ask the Executive Member how much has Scottish Borders Council paid to SQA for exam and assessment services in 2019/20 and 2020/21?

Reply from Councillor C. Hamilton

SQA fees for Scottish Borders

2020-21	£540,772	No exam diet – demonstrated attainment -assessed by teachers
2019-20	£547,938	No exam diet – inferred attainment- submitted by teachers
2018-19	£556,600	Exam diet - externally marked
2017-18	£547,767	Exam diet – externally marked

Supplementary

Councillor S. Hamilton noted that the Council had paid the SQA over £1m over the past 2 years and asked if the Council was requesting a refund. Councillor C. Hamilton advised that this was currently being discussed by CoSLA.

**Question from Councillor Robson**

To Executive Member for Adult Wellbeing

Can the Executive Member advise, given Section 75 4 (b) of the Housing (Scotland) Act 2006, whether retrospective assessments can and will be undertaken to determine qualification for grant aid for housing aids and adaptations especially in the light of lockdowns during the pandemic.

Reply from Councillor Weatherston

A Local Authority may approve an application for a grant or loan only if, in its opinion, all of the conditions in subsection (4) (so far as applicable) are satisfied. Those conditions are framed by two stages of works: 1) Works to be done or 2) Works in process of being carried out. Grants applications cannot therefore be made for works which are completed.

We cannot engage in a course of “retrospective assessments” for works that have been completed. Where works have commenced any assessment would be based on the situation that the assessor is able to observe at that time.

However, if we receive a grant application in respect of works which have commenced, but which have not yet completed, then that application can be considered if there were good reasons for the works having already commenced.

Whether or not the lockdown is a part of a good reason will depend on the particular circumstances of the application.

Before any grant is approved an assessment of need for the individual will be required to be carried out and a grant will only be approved if that assessment can evidence that the works being undertaken are necessary to meet the individuals assessed needs.

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## **EDINBURGH AND SOUTH EAST SCOTLAND CITY REGION DEAL REGIONAL GROWTH FRAMEWORK UPDATE**

**Report by Service Director, Customer & Communities**

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### **SCOTTISH BORDERS COUNCIL**

**26 August 2021**

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

- 1.1 This report seeks the views and approval of Council of a proposed finalised Regional Prosperity Framework (RPF) for the Edinburgh and South East Scotland City Region following a consultation process. Subject to the views of Council, it is anticipated that the finalised RPF will be ratified by City Region partners at the Joint Committee meeting on 3 September 2021.**
- 1.2 The Regional Prosperity Framework (RPF) builds on City Region ambitions through a holistic economic framework that will provide the basis for economic recovery post-pandemic and future direction for major projects and investment that support inclusive growth and transition to a net zero economy over the next 20 years.
- 1.3 City Region partners initiated a consultation on a draft RPF, which closed on 26 July. Feedback from the consultation has been analysed to inform drafting of a final RPF, which is attached as Appendix 1. It is intended that the final RPF shall be agreed by partners at the City Region Joint Committee meeting on 3 September 2021.
- 1.4 Scottish Borders Council is represented by the Council Leader on the Joint Committee. The Council is invited to express its views upon and to approve the final draft of the RPF preparatory to the meeting on 3 September 2021.

#### **2 RECOMMENDATIONS**

- 2.1 **I recommend that Council:-**
  - a) Note the overall number and content of responses to the consultation, the major themes which emerged and the broadly positive nature of the majority of responses;**
  - b) Comment upon the draft Final Regional Prosperity Framework (RPF);**

- c) Note that, subject to approval of the RPF by the Joint Committee, a number of additional actions will be initiated to support the RPF, namely:**
- i. formal endorsement by those regional partners (including local authority partners) which have not endorsed the RPF by that stage;**
  - ii. preparation of an implementation and action plan to support delivery; and**
  - iii. finalisation of a publication version to include additional graphic content;**
- d) Approve the draft Final Regional Prosperity Framework.**

### 3 BACKGROUND

- 3.1 The background and purpose of the Regional Prosperity Framework (RPF) was described in detail in the report to Council of 17 June 2021 and is reflected in the proposed finalised RPF in Appendix 1 of this report, which is due to be considered at the Joint Committee meeting of the Edinburgh and South East Scotland City Region on 3 September 2021.
- 3.2 In brief, the RPF sets out a 20-year vision to help address the significant challenges and opportunities faced by the City of Edinburgh and South-East Scotland Region. This includes supporting a post-COVID-19 economic recovery, responding to a new economic and trading context outwith the EU, and the development of a sustainable, inclusive and net zero carbon economy, which supports the wellbeing of all of the City Region's people.
- 3.3 The RPF was approved for consultation by the Joint Committee on Friday 4 June 2021. That decision and the consultative draft RPF were endorsed by Scottish Borders Council at its meeting on 17 June 2021. At the same time, Council agreed 'to receive the proposed 'final' Regional Prosperity Framework for consideration, following the public consultation exercise.' Para 4.14 of the report noted that it was the working assumption of SBC officers that once the consultation was complete, the amended RPF would be 'brought back to the Council on 26 August 2021 for approval prior to City Deal approval at the Joint Committee on 3 September 2021'.
- 3.4 The consultation period ran from Monday 14 June 2021 until Monday 26 July 2021 (6 weeks) and included a number of ways for respondents to contribute their views. A list of key regional stakeholders was prepared in advance and direct approaches were made to encourage responses from a wide range of organisations, including the public, private and third sector, industry bodies and other representative organisations.
- 3.5 In total 71 responses were received through the consultation portal, or by email submission. The breakdown of these by geography is shown below:

**Table 2.1 – Breakdown of Consultation Respondents by Geography**

<b>Table 2.1 – Breakdown of Consultation Respondents by Geography</b>		
	<b>Number</b>	<b>%</b>
<b>City of Edinburgh</b>	23	32
<b>East Lothian</b>	3	4
<b>Fife</b>	2	3
<b>Midlothian</b>	13	18
<b>Scottish Borders</b>	11	15
<b>West Lothian</b>	2	3
<b>Regional (ESES)</b>	2	3
<b>Regional (non-ESES)</b>		
<b>National</b>	15	21
<b>Other</b>		

3.6 In addition to the formal consultation, two additional online engagement sessions were organised. These informal events engaged around 47 individuals from around the region. The sessions were anonymous. Table 2.2 shows the geography of those respondents that took part in the online engagement.

<b>Table 2.2 – Breakdown of Online Participants by Geography</b>		
	<b>Number</b>	<b>%</b>
<b>City of Edinburgh</b>	20	42
<b>East Lothian</b>	3	6
<b>Fife</b>	8	17
<b>Midlothian</b>	4	9
<b>Scottish Borders</b>	7	15
<b>West Lothian</b>	1	2
<b>Other</b>	4	9

The online events were anonymous and there is therefore no detailed information about respondents' characteristics. The session introduction made clear that those taking part were doing so as individuals.

### **Overview of Consultation Responses**

3.7 The major themes from the consultation are summarised below.

- a) **Travel** – including detailed feedback from Transport Scotland, also relates to environment
- b) **Environment** – including Nature Scot
- c) **Society/Place** – including feedback from Scottish Government More Homes Division and NPF4 teams; Scottish Enterprise; Creative Scotland; and Homes for Scotland.

3.8 The online engagement events surfaced similar themes including:

- a) **People & Workforce** – access to skills and training is key, including upskilling and apprenticeships (perhaps with an emphasis on “green skills”), access to jobs, addressing skills shortages, developing transferable skills. The wider context of EU Exit and Covid-19 as significant threats to future workforce stability and opportunities was highlighted.
- b) **Environmental** – appetite to place environmental sustainability more centrally in the vision and document (including development of microgrids, response to climate emergency;
- c) **Place & Transport** – quality of place; pride in place and a positive legacy; successful economy, access to affordable housing, changing patterns of travel accelerated by the Covid-19 pandemic;
- d) **Wellbeing** – including fair work, active travel / core path improvements, addressing (fuel and other) poverty recognising the link between poverty and poor health, community wealth building, and the need to create better career paths in the care sector in order to meet our future care needs as a society;

e) **Equality** – and a desire to see a fairer region.

3.9 Following closure of the consultation on 26 July 2021, a full analysis of all responses has been undertaken by Officers across the City Region partnership and the Programme Office with the support of consultants, Deloitte. Amendments have been made to the Framework seeking to address or reinforce the feedback referred to in paragraphs 3.7 and 3.8. In particular, emphasis has been added to the environmental and sustainability imperatives, which now underpin all economic activity and the zero and low carbon connectivity (both physical transport and digital connections) upon which economic activity is predicated. It should be noted that the majority of consultation responses are broadly supportive of the structure and content of the draft RPF.

3.10 A workshop of Scottish Borders Council Elected members took place on 24 June 2021 to consider the draft consultative South of Scotland Regional Economic Strategy and the City Region Regional Prosperity Framework. Working with our partners, SBC have sought to ensure that the feedback from SBC Elected Members is incorporated in the Final RPF. This includes:

- That the particular needs of the Scottish Borders in relation to connectivity, both digital and physical transport infrastructure feature strongly in the document; and
- That the Scottish Borders capacity to support further renewable energy developments is caveated appropriately.

### **Next Steps**

3.11 The purpose of this report is to seek Council's views upon and ultimately, Council approval of the proposed finalised RPF following the consultation process. The Final RPF set out in Appendix 1 is due to be considered by the City Region Elected Member Oversight Group (EMOC – at which the Council is represented by Councillors Bell and Robson) on 20 August 2021, prior to the Joint Committee on 3 September 2021. There is the potential for change to the RPF document at the EMOC and Joint Committee. Indeed, it is precisely to test with SBC members whether Council considers that any changes are required that this report was scheduled to come before Council on 26 August. Thus, the Council's comments upon and (if given) approval of the RPF will constitute a vital partner contribution to deliberation within the EMOC and Joint Committee.

3.12 Following presentation of the Final RPF to the Joint Committee on 3 September 2021, other regional partners are expected to ratify the Final RPF by 30 September 2021. Thereafter, partners will develop an action plan to support delivery of the Framework; and produce a publication version of the Framework (including additional graphic content). Next steps are set out in table 3.1 below:

<b>Date 2021</b>	<b>Action</b>
<b>26 Aug</b>	<b>Scottish Borders Council</b> - Draft Final RPF to be presented and discussed
<b>30 Aug</b>	<b>Joint Committee Papers</b> – Draft Final RPF published along with Joint Committee papers

<b>3 Sept</b>	<b>Joint Committee Decision</b>
<b>By 30 Sept</b>	Final Publication – preparation of publication version of RPF (subject to Joint Committee approval)
<b>Sept to end-Dec</b>	<b>Endorsement</b> by regional partners as required by 30 Sept <b>Implementation</b> and <b>Action Plan Development</b> to support delivery

## 4 IMPLICATIONS

### 4.1 Financial

As noted in para 3.9, consultancy support is in place, paid for by monies received from Scottish Government and a £30k SESplan rebate carried over into this financial year. There are no additional costs directly attached to any of the recommendations contained in this report.

### 4.2 Risk and Mitigations

Once adopted, the intention is that the RPF will become a non-statutory regional policy and strategy, articulating a high level agreed statement of regional economic priorities and ambitions. In this connection, a core purpose of the RPF is to inform the development of other national, regional and local plans and strategies, including a future review of the Council's Economic Strategy. To be relevant to the Scottish Borders, it is essential that the Framework reflects the individual character of the Scottish Borders and seeks to maximise opportunities and outcomes for the region from the City Deal and its legacy. To this end, Officers have endeavoured to ensure that the Scottish Borders needs, aspirations and context are addressed in the drafting and amendment of the RPF.

### 4.3 Integrated Impact Assessment

An integrated impact assessment has been completed. As noted, subject to formal approval, the final RPF will be non-statutory; its purpose will be to inform and support the development of other national, regional and local plans and strategies, including a future review of the Council's Economic Strategy. Addressing inequalities across the City Region is integral to its purpose of 'impactful collaboration between Government(s), national agencies and regional partners to drive prosperity that promotes greater equity.' All six Local Authority Partners are expected to use the RPF to develop future policy and strategy with common approaches to equality, poverty and socioeconomic disadvantaged.

### 4.4 Sustainable Development Goals

While promoting 'prosperity' across the City Region is at the heart of the RPF, the Framework is unambiguous in its commitment to objectives which mirror the UN Sustainable Development Goals and are consistent with National Performance Framework. Prosperity must 'work for everyone' and 'economic success must not be at the expense of our planet, it must not exploit or marginalise anyone and it must be shared more equally across the region.'

#### 4.5 **Climate Change**

Together with promoting prosperity, community wellbeing and reducing inequalities, net-zero and just transition are at the heart of this Framework. The framework identifies the themes in the Climate Change Checklist as key priorities and provides linkages to National Planning Framework 4, the National Transport Strategy 2, and Just Transition, amongst other key policies.

Although the RPF will be non-statutory, it constitutes a shared commitment to influence the future development of national, regional and local strategy and policy so that there is a common approach across the City Region. Within this framework, the Council will continue to progress the Scottish Borders Climate Change Route Map driving towards net zero emissions of greenhouse gases both organisationally and across the Scottish Borders.

#### 4.6 **Rural Proofing**

There is a strong emphasis in the RPF on each of the six regions being unique with different challenges and opportunities and a recognition that a single solution will not work across the City Region. Specifically, the RPF is respectful of the differences posed by rurality, with the Scottish Borders Council being the most rural of its local authority areas, and it recognises the need to adapt approaches whether in transport, infrastructure support, skills training or reducing inequalities, to respond to the rural context.

#### 4.7 **Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

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

Not applicable.

### 5 **CONSULTATION**

- 5.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

#### **Approved by**

**Jenni Craig**

**Service Director, Customer & Communities**

**Signature .....**

#### **Author(s)**

Name	Designation and Contact Number
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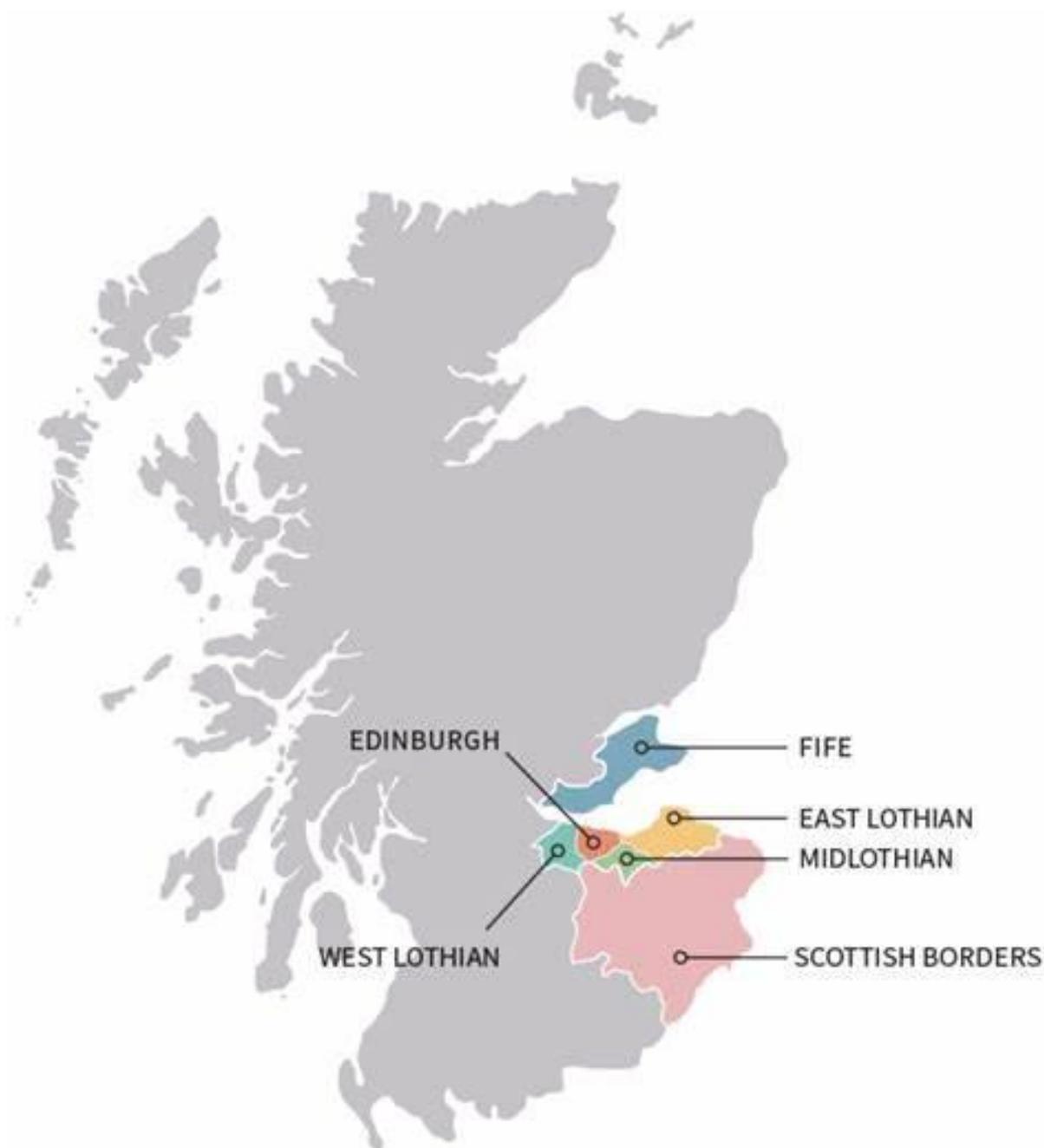
**Background Papers:** Scottish Borders Council Edinburgh and South East Scotland City Region Deal Regional Growth Framework Update Report 17 June 2021; [Consultation Portal website](#) – June / July 2021

**Previous Minute Reference:** Minute item 9 Scottish Borders Council 17 June 2021

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

Contact us at the phone numbers above or [Michael.Cook@scotborders.gov.uk](mailto:Michael.Cook@scotborders.gov.uk) / [edoyle@scotborders.gov.uk](mailto:edoyle@scotborders.gov.uk)

# Edinburgh and South East Scotland Regional Prosperity Framework (2021 – 2041)



Final Draft – August 2021

## CONTENTS

EXECUTIVE SUMMARY .....	ii
FOREWORD - REGIONAL PROSPERITY FRAMEWORK .....	1
1. WHO ARE WE? .....	2
2. WHY ARE WE WORKING TOGETHER? .....	3
3. HOW DID WE GET HERE? .....	4
4. WHERE ARE WE NOW? .....	6
5. WHERE ARE WE GOING? .....	13
6. OUR EMERGING VISION FOR THE FUTURE .....	16
7. OUR EMERGING STRATEGIC THEMES .....	17
8. OUR EMERGING BIG MOVES .....	23
9. OUR PROPOSED APPROACH TO DELIVERY .....	26
10. OVERSEEING CHANGE .....	28
ANNEX 1 .....	29
ANNEX 2 .....	34
ANNEX 3 .....	37
ANNEX 4 .....	43

## EXECUTIVE SUMMARY

The Edinburgh and South East Scotland (ESES) city region has an extraordinary platform to build on. The region, home to 1.4m people, of whom 65% are of working age, hosts a strong economy, incredible natural assets, world class educational institutions and cultural programmes, and diverse and innovative private and third sector businesses.

While the platform for the future is strong, there are a number of challenges that must be addressed to support future development. These include: the recovery from Covid-19 and its economic and social impact; the need to address polarisation across the region; and the urgent need to deliver a just transition to a net carbon zero economy, responding to the Climate Emergency declared by Scottish Government in April 2019.

Partners across the region have been working hard to deliver on the City Region Deal that will bring £1.3bn investment over a 15 year period. Partnerships across the region have been strengthened as a result of closer working that the City Region Deal has brought, allowing our collective and individual priorities to be articulated more clearly than ever before. It also has helped us to develop a mechanism by which we are able to deliver on the key needs of our citizens.

At the heart of the Framework are three key components: delivering a future society that is **resilient, flourishing and innovative**.



The challenges of Covid-19 have highlighted the need for **resilience** to ensure that our citizens have the support they need to respond quickly to the key issues in our communities.



**Flourishing** because we need to design a society and economy that works for everyone. The inequalities across our region must be tackled head-on by this work



The ESES region was home to the Scottish Enlightenment and now has a unique opportunity to build on the investment from the Data Driven Innovation programme. We must embrace the spirit of **innovation** found across our communities and businesses and direct this to solving a wider range of challenges

While this document mentions the economic successes of the region and plans for the future GVA growth, it also recognises the need for the environment, inequalities, well-being and quality of life to be prioritised. The region regularly tops UK city lists for quality of life<sup>1</sup>, but there are significant challenges we must address within our communities to support all our citizens. In order to build this society, there are a number of key initiatives reflected within this document. This includes the need for critical infrastructure to enable this development. It also includes how we will protect the environment and support individuals to maintain the sense of community through a neighbourhood approach that helps maintain the culture, identity and vibrancy throughout our communities.

This Framework alone is not a silver bullet to deliver our vision. Our recommendations on collaborative working, engagement and the infrastructure must be backed up by action, and it must continue to be updated to reflect our changing circumstances. To deliver on these outcomes will require government and city region partners to work differently.

Our region's attractiveness and existing strengths both as a place to do business and where to enjoy an unrivalled quality of life provide an incredible platform from which a prosperity framework can be launched to ensure that the region's successes are enjoyed by all residents. However, it also recognises the challenges

<sup>1</sup> For example [https://www.numbeo.com/quality-of-life/country\\_result.jsp?country=United+Kingdom](https://www.numbeo.com/quality-of-life/country_result.jsp?country=United+Kingdom)

faced by the region to remain competitive on a global scale. To achieve this, there are a few critical elements that this framework must deliver:

- 1) **What, not how.** This document sets out a strategic vision. It helps to define the future that the region aspires to. This document will be supported by subsequent action plans that articulate the “how” of delivery. These will be delivered within 4 months of the publication of this framework.
- 2) **Leading to Deliver.** The future state, as defined by the “big moves” that will cement the reputation of the region, will only be achievable by effective use of our major infrastructure to support delivery. This will likely require strong leadership to enable cross-boundary benefits are delivered. These moves are captured at the end of this Summary.
- 3) **Playing to Our Strengths.** These moves (also captured in the image below) capitalise on the competitive advantage of our world class data infrastructure to deliver the society that our citizens demand.
- 4) **Taking Tough Decisions.** Our leaders must make a number of challenging decisions which must be transparent to support the public's understanding of how decisions are taken.
- 5) **Working Together.** This framework shows a region of different communities, geographies and populations working together to deliver a future that works for its people and businesses. The commitment from each local authority in helping define this vision has been absolute.

The diagram below shows the way that these critical elements come together:

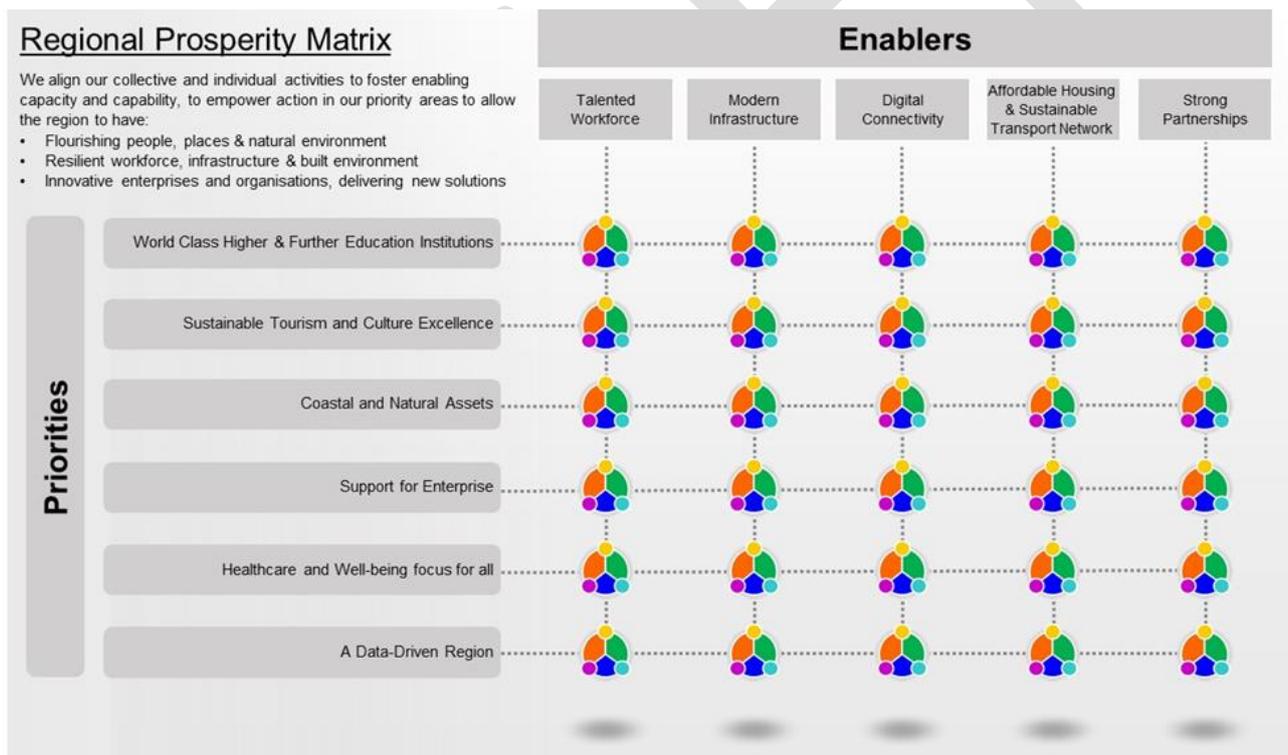


Figure 1 – Regional Prosperity Matrix

Our Major Regional Opportunities are inter-dependent and will require careful design to maximise delivery potential:

1. **A Data-driven Region:** We aspire to be the Data Capital of Europe. We have made huge strides in this direction but this ambition now means major investment in data collation and capacity, deployment, absorption and skills – to support sectors and innovation ecosystems right across the region.

2. **Sustainable tourism and cultural distinction:** *The city region is one of Europe's most important cultural destinations. But we cannot be complacent. The tourism and hospitality sector must meet skills and sustainability challenges, and we must remain rooted in authenticity. That is what makes the region so attractive. Both our 'here all year' cultural offer and our Festivals must remain internationally competitive and locally rooted and valued.*
3. **The Forth: a green industrial and regeneration exemplar:** *Working with colleagues in the Forth Valley, we can make the Forth a national focus for renewables investment, and the mixed use regeneration potential along the Firth and coast can confirm our place as a leading European waterfront destination;*
4. **Healthcare and Well-being focus for all:** *Our One Health programme will build an international network of healthcare innovation at Easterbush, Edinburgh Bio Quarter and beyond. The programme encompasses core research, applied solutions, company formation and co-location, and new ways of working in local communities. We understand wellbeing is as much about Place as about science and medicine, and sustaining and building active and healthy communities is a core part of our ambition*
5. **Maximising the role of 'anchor institutions':** *The region is host to hugely impactful institutions which are anchored in their communities – in the public, private and voluntary sectors. They are the foundations of our strategy whether in employability, procurement, or fair work. Universities and Colleges in particular have a key role to play in attracting talent and ensuring our skills base is fit for the future.*
6. **Support for starting and building a business:** *post Pandemic, new forms of enterprise are likely to emerge. We need to ensure that national and local business support is aligned to enable the start up and scale up process to be much more effective – and that local and regional support networks are at European standard.*
7. **New approaches to sustainable development:** *over recent decades, our travel to work dynamics have changed to the detriment of local communities and sustainability objectives. The aftermath of the Pandemic can change that; we will see more working from home for some, changed commuting patterns and a much greater emphasis on local quality of life. We will embrace the 20 minute neighbourhood concept across the region, and look to spatial and transport policies to reduce the need for travel, and where it is required, for it to be as sustainable as possible.*

## FOREWORD - REGIONAL PROSPERITY FRAMEWORK

### Why Prosperity?

Prosperity reflects our ambition of a future that works for everyone. Economic success must not be at the expense of our planet, it must not exploit or marginalise anyone, and it must be shared more equally across the region.

This focus on a prosperous region benefitting all is what underpins the Framework.

The Framework is intended to be a document that articulates the long-term aspirational goals for Edinburgh and South East Scotland to **guide the future direction** of regional economic and wider policy across stakeholders. It seeks to set an ambitious **20-year vision** for the regional economy, up to 2041.

The region has always been a key part of, and of critical importance to, the Scottish and UK economy. It was home to the Scottish Enlightenment where leading thinkers influenced and innovated global thinking across fields such as science, medicine, engineering, agriculture, botany, zoology, law, culture, philosophy and economics. We must lead and initiate change again. We have world-class resources, institutions and talent and, more than at any other period of recent history, need to utilise these in working together to address our challenges and opportunities in an integrated, sustainable and equitable way.

Building on the successful regional partnership that is delivering the £1.3bn Edinburgh and South East Scotland City Deal, the Framework aims to set out a broader, ambitious joint approach to regional collaboration. It seeks to identify how partners in the region can build on other significant investments, such as those supported through the City Region Deal to further improve the way the regional economy functions, particularly in a post COVID-19 environment. It has been developed with input from public, private and third sector organisations. It aims to address the region's challenges and opportunities to make Edinburgh and South East Scotland a better place to live, work, study, visit and invest for current and future generations.

The Framework will be non-statutory, but it will be a **public statement of Regional Collaboration, with a wide range of partners coming together to support an agreed vision, ambition and priorities** for Edinburgh and South East Scotland. To deliver the desired level of regional collaboration, we ask that all those able to contribute to the growth of the region use the Framework to shape their individual and collective local, regional and national plans and strategies. Our ten major regional opportunities in Section 8, are an indication of the nature of our ambition for transforming the region.

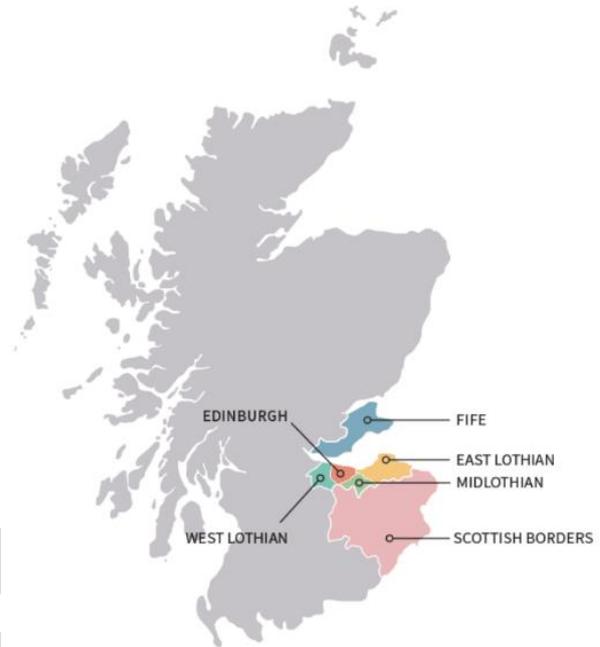
The development of the Regional Prosperity Framework requires impactful collaboration between Government(s), national agencies and regional partners to drive prosperity that promotes greater equity. An empowered Regional Economic Partnership, as envisaged by the Scottish Government's Enterprise and Skills Review, would provide business and the third sector, regional partners, including higher and further education, and national agencies practical influence over regional economic planning.

Recognising the significant changes that the region and Scotland as a whole face in the next few years, the Framework will be flexible and adaptable. As such, it will be subject to regular review and update over its lifetime, and parts of it will also be kept 'live' to take account of and to allow responses to very rapid change.

## 1. WHO ARE WE?

The Edinburgh and South East Scotland City Region comprises around 10% of the Scottish land mass and with a population of 1.4 million, around 26% of Scotland's population. It is also a key driver of the Scottish economy.

However, given the scale of the region, it is also a place of vast diversity. The circumstances and experiences of places are very different. This is true at the local authority level with marked differences, for example, between respectively the urban and rural contexts of City of Edinburgh and the Scottish Borders; attached as Appendix 3 is a summary of some of the unique characteristics of each of the 6 Council areas that make up the region. It is also true at the local level with significant differences between neighbouring places in the same localities.



This Framework has been developed by a range of organisations who recognise the significant benefits of coming together and working collaboratively to support the best possible future for the region. Key partners include the Edinburgh City Region Deal signatories (the six local authorities, together with regional universities, colleges and the Regional Enterprise Council, UK and Scottish Governments), as well as a range of other organisations with a key role in the Region such as Scottish Enterprise, Skills Development Scotland, South of Scotland Enterprise and SEStran.

## 2. WHY ARE WE WORKING TOGETHER?

Through our highly successful City Region Deal in Edinburgh and South East Scotland, we are already working in a co-ordinated way and are now seeing the clear benefits we can achieve by partnering together. It is the stated ambition of Scottish Government for Regional Economic Partnerships to draw upon growth deals to further maximise the benefits that arise when local authorities work together and with national agencies, universities and colleges, the third sector and the private sector. The Scottish Government believes that REPs bring together regional interests, focussing and aligning resources, sharing knowledge, and identify new joined-up plans to accelerate inclusive economic growth at a local, regional, and national level. We share the Scottish Government's ambitions for regional working and believe that the Edinburgh and South East REP can set the example for other partnerships elsewhere in Scotland by deepening and expanding collaborative working in the months and years ahead.

To secure the best possible future for the region the public, private, voluntary and education sectors now see an opportunity to work more effectively to deliver greater collective impact. There is a lot that connects the different parts of the region, with interdependencies in areas including labour markets, housing markets, transportation and supply chains. The City cannot succeed without the wider region and vice versa. Against this background, the Edinburgh and South East Scotland region, like other regions across Scotland, is facing a period of unprecedented challenge and opportunity.

We have a shared duty to address the interrelated challenges of climate change, sustainability, biodiversity loss, inequalities, health and well-being, and the need to create new jobs and businesses while enabling a just transition to a net zero economy by 2045.

To face our current challenges, we need to rebuild our economy so that it supports:



**People** – to access fair work, to learn and develop new skills and to live happy and healthy lives



**Places** – that are sustainable, and attractive to live and work in and where enterprise thrives



**Planet** – meeting our needs in a way that will allow future generations to meet theirs, with a focus on reduction of greenhouse gas emissions (sustainability).

We need to do this against the backdrop of the UK's exit from the European Union (EU), and the global COVID-19 pandemic. We need to collaborate to enable a net zero recovery and to address our shared and interrelated challenges. Business as usual is not an option, as the cost of inaction will be too great. We need to think globally, act locally, and meet our needs in a way that allows future generations to meet theirs. Feedback from the public consultation has emphasised the need to prioritise environmental choices that must be central to the region's identity.

Our next step, through the development of this Regional Prosperity Framework, is to agree common goals and to work together to achieve them. This will allow us to develop a shared understanding of how the region can make a more significant contribution to the Scottish and UK economy, and highlight the important role each region, sector and organisation can play individually and collectively in realising the region's potential.

To achieve this the Regional Prosperity Framework will be used as a basis to guide and integrate public, private and third sector decisions, actions, collaborations, strategies, policies and investments across areas such as **sustainability, climate change, energy, transport, planning, housing, infrastructure, education, digital, services, equalities, well-being, economic development, procurement and delivery.**

### 3. HOW DID WE GET HERE?

#### Our Region before the UK Exit from EU and Covid-19

National economic growth, particularly in our region, tasked successive regional strategies to accommodate more development, population, households and demographic change. The pace and scale of this change, and our environmental and infrastructure opportunities and constraints, meant economic development had to be distributed across the whole region to meet overall growth requirements while aiming to share benefits.

However, not all of our communities have equally benefitted from the work so far. Some parts of the region continue to be among the mostly poorly performing parts of the country when measured according to conventional economic metrics such as GVA, while others have seen negative impacts from growth such as overheating housing markets. Within the City and across the region there are stubborn pockets of economic under-performance, inequalities and deprivation.

Areas of deprivation often exist where industry has declined and has not been replaced, or where comprehensive development programmes of the past did not deliver mixed, sustainable communities, while other areas have never experienced sustained programmes of economic support. This mixed picture is also reflected in the strength of town centres across the region, with some more than others impacted by changing retail patterns, behaviours and trends, and out of centre retail locations, further deepening inequalities.

The region's outstanding higher education institutions are located in key strategic locations across the region, and its further education institutions serve their local communities. The 2016 BEIS-funded Science and Innovation Audit<sup>2</sup> highlighted the regional opportunity around data science and innovation. This was the foundation for the development of the Data-Driven Innovation (DDI) Programme, which set the differentiating vision for Edinburgh and South East Scotland as the **Data Capital of Europe**.

The Universities of Edinburgh, Heriot Watt and Queen Margaret University in particular extended to locations on the southern and eastern edges of Edinburgh to create innovation clusters, enabling wider collaborations with the public and private sector to improve public and commercial service delivery. It is also noted that West Lothian have strategic plans in the pipeline to capitalise on the advanced technology and manufacturing industry for potential university presence in the years to come. This supported growth of key data-driven innovation sectors, including: public services, finance and fintech, insurance, artificial intelligence and robotics, and bio, health and life science, food and drink and agricultural innovation.

Colleges have a crucial role to play in facilitating skills and process innovation activity to support local and regional economies and increase productivity across Scotland. Colleges will continue to build on their positive relationships with SMEs and give those enterprises opportunities to develop new and innovative business processes.

Through their close working with industry and individual business, the region's colleges have a vital part in supporting business development and sustainability, enabling the sector to play a role in supporting the region's research and innovation economy and positioning them to make a difference to future prosperity, building on existing work in this space around emerging skills needs, areas of innovative economic growth and the green recovery.

There has been notable growth in other key economic sectors such as services and freight and logistics, particularly beyond Edinburgh. Generally, though, the pattern has been a decline in traditional industries and reuse of former industrial sites for housing. Across the region many industrial premises are ageing and require adaptation or replacement to meet current and future needs.

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<sup>2</sup> See [Audit points to city and region's digital potential | The University of Edinburgh](#)

Agriculture, horticulture, fishing, forestry and food and drink remain important regionally, with strong international reputations. Our tourism offer is genuinely world class but most activity is focused on Edinburgh city centre, putting a strain on infrastructure and assets. This has overshadowed the wider regional tourism offer and potential for linking our cultural, natural heritage and leisure tourism assets and workforce in a more compelling and integrated way.

House prices, particularly in areas within easy commute to central Edinburgh, are unaffordable to many. A number of key settlements across the region expanded significantly in response to housing need and mobile demand, but jobs did not follow. Employment density therefore remains low outside the City of Edinburgh. Housing demand, and prices, are high across the whole region, and there is a need to significantly increase the supply of affordable homes with a wider range of house types, sizes and tenures including mid-market rent and specialist housing.

Housing-led regeneration has been successful where aligned with wider interventions, programmes and investments, including job creation, skills development and training, but less so where such approaches were not followed. Access to land and funding for affordable housing delivery is and will be a significant factor in influencing where people can live, and if and how they can access opportunities and amenities in future.

Whilst the growth of the region has brought much success, in-commuting (commuting with the City Deal boundary) and greenhouse gas emissions have increased and contributed to transport accounting for 37% of Scotland's greenhouse gases. Combined with the increased pressure on infrastructure and services it has contributed to pressure on the environment and sustained inequalities, and in some places widening them. More can be done to improve well-being, accessibility, connectivity and productivity. These factors are replicated across Scotland and contributed to the Scottish Government's declaration of a climate emergency in April 2019.

There are high levels of transport poverty<sup>3</sup> across the region, even pockets in Edinburgh (please refer to the Transport Poverty Map in Appendix 2 from SEStran RTS Main Issues Report – June 2020), reflecting the high cost of transport, poor connectivity, which all contribute to the reliance on the private car exacerbating the barriers to employment, training and education. This has an impact for cross-regional travel, presenting an issue for individuals on entry level wages requiring public transport. This is reinforced by the Workforce Mobility Deprivation Index that is a blend of 4 SIMD factors affecting citizen access to employment, training and education.

The nature of the region, with rural and urban areas present different issues and opportunities for the forms of transport, meaning that a one-size-fits-all approach cannot be enforced across all six local authority areas. This complexity has been increased with the home/blended working response from Covid 19. Detailed transport issues, that take account of Covid 19, are captured in Strategic Transport Projects Review 2 – Edinburgh and South East Scotland Case for Change, SEStran RTS Main Issues Report – June 2020 and the regional partner's Main issues Reports to support the development of national, regional and local Transport Strategies and Mobility Plans. The extent to which we can adapt and be more resilient and successful in future will depend on how well we transition. The main lesson from our past is that our effective collaborative working will be imperative to deliver intended outcomes.

The Framework must not only be sensitive to the distinctiveness of places, its goal is to create a framework which is responsive to our differences, enabling us more effectively to marshal capacities and assets across our region to meet challenges and make the most of opportunities.

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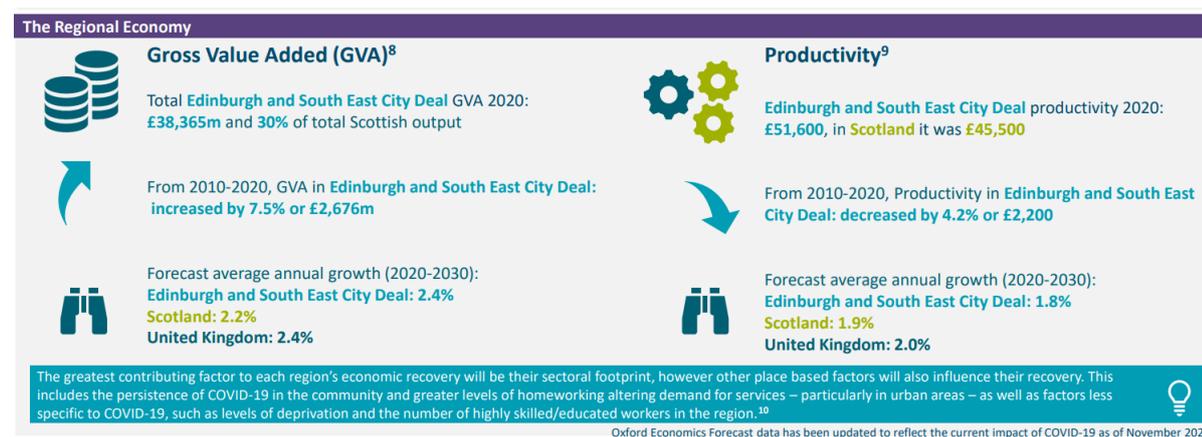
<sup>3</sup> Transport poverty is disadvantage experienced by those who are disproportionately affected by high transport costs compared with their income, lack of suitable transport options or service accessibility that impacts on the ability to access employment, education, amenities or services

## 4. WHERE ARE WE NOW?

### OUR CURRENT REGIONAL ECONOMIC PROFILE

The following section summarises some of the region's key economic and demographic trends as well as infrastructure assets and sectoral strengths. This information is drawn from the technical annex and from other relevant contextual documents, including the City Regional Deal document.

**Figure 1 – Economic Overview**



Prior to the COVID-19 pandemic, the Edinburgh and south east Scotland economy was performing strongly, with a level of growth that exceeded the Scottish average. Overall, the region was contributing approximately £36 billion per year to the Scottish and UK economies through its diverse economy.

The distinctiveness of Edinburgh and South East Scotland's culture, history and tourism offer continued to draw visitors from across the world. In 2020, the total GVA for the region was £38,365 million, accounting for 30% of the Scottish total GVA output. This is an increase of 7.5%, or £2,676 million, from 2010. This also accounts for roughly 2.2% of UK GDP, highlighting how the region continues to outperform expectations.

A key factor contributing to the region's economic output is the strength of its key sectors. Across the City Region, GVA in 2020 was primarily driven by the following key sectors: Finance and Business Services; Health and Social Care; Engineering; and Digital. Each of these top performing sectors have continued to operate throughout the COVID-19 pandemic, with heightened demand and increased opportunities emerging in Health and Social Care and Digital Technologies.

Despite significant strengths, sectors such as manufacturing, hospitality & tourism and creative industries in the region have been especially impacted by COVID-19. In addition, the region is composed of local authorities with varying levels of socio-economic resilience, based on Oxford Economics Vulnerability Index. The vulnerability index provides an indication of how well equipped a local authority is to withstand the economic shocks resulting from COVID-19, by considering its economic diversity, business environment and digital connectivity.

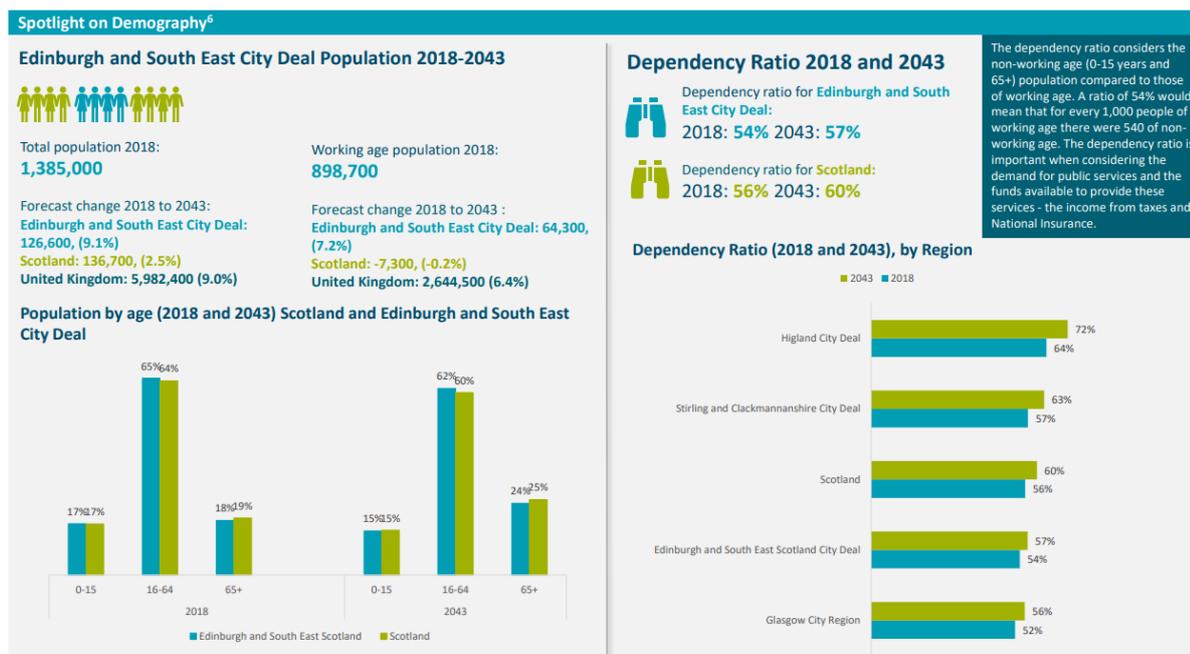
Local authorities across Edinburgh and South East Scotland with a lower share of small businesses, self-employment and reliable digital connectivity tend to be most resilient, such as the City of Edinburgh and Midlothian, which are the 1<sup>st</sup> and 4<sup>th</sup> most resilient local authorities in Scotland respectively. Other local authorities such as the Scottish Borders (the 3<sup>rd</sup> least resilient local authority area in Scotland), however, have lower levels of resilience due to poor connectivity and lower rates of home working, with a relatively high number of small businesses and individuals who are self-employed.

Despite the economic impact of COVID-19 across the City Region, economic growth is forecast to continue with average annual growth projections from 2020-2030 suggesting a growth rate of 2.4%. This is higher than the average annual growth projected for Scotland as a whole.

## Demographics

The area is home to almost 1.4 million people, around a quarter (26%) of Scotland’s total population. However, over the past 10 years, the rate of population growth has begun to decline due to a reduction in natural birth rates. This is coupled with an increase in life expectancy across the region. Over the 10 years from 2009 to 2019, across all six of the local authorities, the increase in those of non-working age has been higher than those of working age (16-64). This is felt most acutely in Fife and the Scottish Borders, where the working age population has decreased by 1% and 4% respectively since 2009.

**Figure 2 - Population**



A demography with an ageing population and a high dependency ratio (the number of people of non-working age dependent on those of working age) means that a smaller pool of people of working age are supporting a larger pool of older people who are not working. This in turn puts additional pressure on public services. There is also a more limited labour pool on which to draw to address regional recruitment needs. Some sectors such as Health and Social Care are already experiencing skills challenges and could find it increasingly challenging to recruit the people they need unless more people of working age are attracted into the region.

Regions with high dependency ratios such as the Scottish Borders, East Lothian, and Fife, are more likely to experience labour shortages. However, this could be offset by enhanced automation in certain sectors and a focused talent attraction and retention strategy. It is also worth noting that people of non-working age contribute much through ongoing paid work, volunteering, and formal and informal mentoring.

## Labour Market and Skills Landscape

The COVID-19 pandemic has had a demonstrable impact on businesses and key sectors across Edinburgh and South East Scotland. As of February 2021, there were 95,000 individuals who have had their employments furloughed across the region: accounting for 26.1% of Scotland’s total furloughed workforce. All local authorities, with the exception of the City of Edinburgh, have a higher number of females than males currently on furlough.

**Figure 3 – Furloughed Jobs and Redundancy**



Despite the financial impact on businesses, there has been a steady rise in the number of job postings across the region over the past 12 months, highlighting a return of recruitment. The number of new job postings has increased by 5,958 from 3,651 in April 2020 to 9,609 in March 2021. This suggests that as lockdown measures were relaxed over the latter half of 2020 business confidence began to return.

Over half of these job postings were advertised in Edinburgh, followed by Livingston and Dunfermline. Programmers and Software Development Professionals, Care Workers and Home Carers, and Nurses were the most frequently advertised occupations with skills such as teamwork and collaboration, customer service and budgeting, in high demand.

The top employing industries across the City Region over the past 12 months have been Human health activities (22%), Education (16%) and Public administration and defence (8%) with the median real time salary associated with all postings across the 6 local authorities reaching £31,800.

However, job postings in the City Deal region remain 15% lower in March 2021 when compared to March 2020, suggesting that many businesses are struggling to stay afloat – and the types of jobs available may not offer the security or hours in demand from those in the labour market.

Forecast opportunity areas and recent job postings data all highlight the importance of softer skills as well as technical skills to employers across the city region. Going forward, ensuring meta-skills such as 'Social intelligence', 'Self-management' and 'Innovation' are part of provision planning will enable individuals to compete in a competitive and changing labour market.

Looking ahead, the number of people forecast to be needed to fill job openings in the labour market by 2023 is 95,100; accounting for 28% of Scotland's total number of job openings. This is primarily driven by replacement demand, when people retire from the labour market as opposed to new job creation. It is anticipated that despite the short-term labour market challenges facing the region, there could be some job growth and new opportunities created in the mid-term.

## REGIONAL IMPACT FROM UK EXIT FROM EU & COVID-19

The cumulative effects of Brexit and Covid-19 will have short, medium, and longer term economic, social and environment effects at a regional and national level.

The COVID-19 global pandemic has had wide-reaching economic, social and health impacts around the world. For Edinburgh and South East Scotland, the impact on the economy has been significant because of the large number of people employed in tourism, travel, hospitality/food service, arts, culture and (non-food) retail.

Health, economic, digital and transport inequalities that existed before the pandemic have made it more difficult for some households to cope with the effects of lockdowns and restrictions and COVID has placed significant pressures on personal finances. The effectiveness of community action projects, right across the region, have provided strong support and helped to minimise the impact on the most vulnerable in society.

Many existing business models are under threat, not just because of the immediate restrictions, but in the medium-term trends (e.g. home working) affecting patterns of consumer behaviour. This particularly affects transport, culture, retail and hospitality/food service. An economic divide between those businesses and individuals who can adapt to new ways of working, or move into new roles, and those who cannot, will develop and widen, unless support is put in place.

In addition to COVID-19, the UK's recent withdrawal from the European Union has the potential to create additional challenges for Edinburgh and South East Scotland's labour supply. In June 2020, there were 85,000 EU nationals living across the six local authorities in the City Deal, accounting for 35% of the total number of EU nationals residing in Scotland. This is a decrease of 37% (1,000 people) from December 2019. Once Hospitality and Tourism enters a stronger recovery phase there may be an increase in skills shortages across the sector due to its high composition of non-UK nationals. This skills deficit has been noted through the public consultation of this framework, with a clear voice on how the region's employers will depend on the education institutes to minimise these risks.

The outmigration of people from the City Region over the 6 months to from December to June 2020, hints at the potential future direction of travel in migration flows. Given that Scotland and the City Region's only forecast population growth was due to inward migration, the UK's exit from the EU has the potential to create skills shortages across a range of sectors and occupations, whilst adding to longer-term labour supply challenges related to a shrinking working age population.

### Identification of Vulnerable Groups

Throughout the pandemic, the unemployment rate for 16–64-year-olds in Edinburgh and South East Scotland increased gradually from 3.1% in March 2020, to 3.7% in September 2020 (25,500 people). This is lower than the Scottish unemployment rate of 4.4% (Feb. 2021). Fife has consistently had the highest rate of unemployment of all six local authorities, and women across the City Region currently have a higher unemployment rate (4.1%) than males (3.4%).

Modelling suggests that in a worst-case scenario, if the unemployment rate across Edinburgh and the South East of Scotland were to reach 20%, we could see up to 141,700 individuals unemployed.



The impact of COVID-19 has not been evenly dispersed across the labour market. Young people have been at a particular economic disadvantage, with many employed in sectors that have been heavily restricted or closed due to physical distancing measures. In September 2020, the 16–24-year-old unemployment rate was 12.4% (9,600 individuals), higher than the Scottish rate of 11.1%. This is three times higher than the 16-64 unemployment rate.

There is also concern that the furlough scheme could be operating as a potential buffer to rising unemployment rates in the long term. Assessing the number of people on universal credit provides a timelier indication of COVID-19 potential financial impact on individuals across Edinburgh and South East Scotland. Between March 2020 and February 2021, the claimant count rose by 94.5% (57,300 people) from 60,600 to 117,900. This suggests that there has been an immediate number of job losses since the outbreak of COVID-19 across the region.

For rural regions such as the Scottish Borders, increased youth unemployment has the potential to lead to a talent drain as young people look for employment and training opportunities in other areas. This, in combination with rural transport and digital connectivity poverty, could create further labour market and skills supply challenges that persist beyond the COVID-19 pandemic. The Strategic Transport Projects Review 2 - Edinburgh and South East Scotland Case for Change report includes contextual information of relevance to these issues as well as further details on the transport problems and opportunities in the region.

Recent insight provides that 10,276 of 11,083 (93%) school leavers across the City Region transitioned into positive destinations. Most school leavers in went into Higher Education (4,554) or Further Education (3,311), and 396 individuals went on to training opportunities. It is worth highlighting that the number of school leavers going into employment increased by 49.8% to 2,849 in 2019/20 from 1,902 in 2018/19. In addition, the number of unemployed and job-seeking young people fell from 503 in 2018/19, to 395 in 2019/20.

A key area of focus over the years after the COVID-19 pandemic will be ensuring that all young people are supported into employment and training opportunities within the labour market, with additional support provided to those living in areas of high multiple deprivation. There is an expectation that the future of the labour market including portfolio working; increasing automation; and the rapid pace of change in the nature of work are likely to impact on support requirements. This is an area where our ambition is to target support appropriately, in a way that continues to respond to changes, but it is envisaged that young people will be particularly affected and will therefore be an important priority group. As part of this work, our education institutes across the region may have to deliver new apprenticeships or career pathways to support these people.

## Regional Skills and Talent Development

Regionally, significant benefit has been achieved from the development of the Integrated Regional Employability and Skills (IRES) Programme. This programme is underpinned by a strong private, public, and third sector partnership.

Going forward, as part of the RPF, this form of partnership will remain key to achieving positive outcomes for regional citizens through inclusive skills practices supporting the needs of the city regional labour market, as well as the evolving policy and practice needed to support this. To date the focus has been on the following seven projects:

- Integrated knowledge management systems
- Labour market analysis and evaluation
- Integrated employer engagement
- Intensive family support service
- Housing construction and innovation (HCI) targeted skills gateway
- Data-driven innovation (DDI) targeted skills gateway
- Workforce mobility

Closely aligned school, college, and university planning will enable educational routes to be grounded in partnership working and purposeful collaboration with clear lines of alignment and progression. Such an approach will be critical to support the smooth transition of learners through the skills pipeline and into the workforce to support inclusive economic growth and social justice, and to create shorter journeys for learners into successful and sustained careers. This will prove critical to help upskill or retrain those who may wish to pursue alternative careers available to them across the region.

## Transport

COVID-19 has changed the demand for, how, why and when people travel. This has been experienced nationally, regionally and locally and longer term impacts remain to be seen, but it can be expected that there will be longstanding changes that impact on the transport network in the region and also present opportunities to lock-in positive behaviour change such as an uptake in walking and cycling. Information on monitoring of the transport trends during the COVID-19 pandemic is available on Transport Scotland's website.

## Emerging Opportunities

Despite the challenges presented by the COVID-19 pandemic, there are emerging areas of innovation and opportunity that could be the drivers of future economic growth. Enhanced reliance on digital technology has not only driven business innovation across key sectors, but it has also reshaped the landscape of work as we know it. Many sectors, such as Financial and Business Services across the City Region, are changing to a more flexible 'work-from-home' model and increasing their digital capacity. As a result, more opportunities could be brought to the region, with an increase in remote working from any local authority, while recognising the potential impact on the existing office sector and city centre retail and other support services.

This opportunity could extend beyond COVID-19 and result in several societal and economic benefits to the region, such as reducing congestion and carbon emissions as commuting activity decreases leading to a change in investment priorities aligned with the NTS2 sustainable travel hierarchies and promoting greater use of local services and shopping (inclusive growth). In the mid-long term, new opportunities in 'green jobs'

are a growing area of opportunity that align with Scotland’s carbon reduction aspirations (net-zero by 2045), particularly in Construction, Engineering and Manufacturing, Transport and Land-Based Sectors. Particular focus on bringing forward land use planning and transport proposals in a truly integrated manner. There also continue to be opportunities in sectors that have struggled to attract sufficient numbers to fill vacancies including health & social care, construction and teaching.

In order to prepare for and capitalise on ‘green jobs<sup>4</sup>’ it is critical to ensure that there is a pipeline of individuals trained to enter these roles throughout the supply chain. It is important to have a clear understanding of the skills associated with these jobs, and to ensure that these are being developed through new and emerging provision pathways across all institutes in the region. This includes guaranteeing that everyone in society benefits fairly from the change towards a green economy, our collective impact to progress the environmental impact is maximised and ensuring that those who are most likely to be disadvantaged by structural changes in employment receive targeted support.

The region is also home to a wealth of natural capital, with numerous parks, coastal areas and an abundance of wildlife. The “greenspace” across our region was highlighted as a real source of pride in the responses to our public consultation from citizens across all six local authorities. The Scottish Government declaration of a Climate Emergency in 2019, and the heightened discussions leading to COP 26 in Glasgow this November have forced the region to prioritise environmental developments.

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<sup>4</sup> A green job is either: any job in a business that produces good or services that benefit the environment or conserve natural resources; or a job in which workers’ duties involve making their establishment’s production processes more environmentally friendly or use fewer natural resources (see: <https://www.scottish-enterprise.com/support-for-businesses/funding-and-grants/business-grants/green-jobs> )

## 5. WHERE ARE WE GOING?

Currently, our region is in a period of profound uncertainty, facing unprecedented economic, societal and environmental challenges. It is difficult, in such a period, to set a fixed direction for the region. We recognise the need for adaptability, flexibility and agility, as we hopefully move into a post Pandemic context, and we recognise that the region is in a strong position to respond to the ongoing challenges and opportunities facing all parts of the world, and is well placed to be adaptive, flexible and agile. For the environmental concerns highlighted throughout our consultation process, it is evident that doing nothing is not an option for the region. These changes must be delivered to protect the future generations of our region.

In terms of immediate priorities, the Scottish Government has published an Economic Recovery Plan, which sets out actions across a number of themes to secure a jobs-focused and socially-just economic recovery. These include:

- Protecting jobs by supporting business recovery and sustainable, green growth
- Creating jobs through business engagement and a partnership approach
- Supporting access to good quality jobs through employment, skills and training
- Boosting local job creation through resilient people, communities and places
- Creating jobs and a Just Transition through investment-led sustainable growth

There is a clear link between a strong regional distribution of economic activity and positive social impact. The Scottish Government wants to facilitate collaborations between local government, the private sector, education and skills providers, our enterprise and skills agencies, and the third sector to use regional economies to drive inclusive and sustainable economic growth. We stand ready to work constructively and collaboratively with the Scottish Government and its agencies to achieve these aims.

Recent months have also seen development of UK Govt policy and proposals in areas including levelling up, community development, R&D Place Strategy and Innovation Strategy. We must ensure that we are ready to respond to emerging proposals to secure potential investments for our citizens.

**Scottish Government Housing to 2040 and NPF4** – the twenty-year ambition of the Framework aligns well with the timelines of both the national housing and planning strategies. Delivering the RPF, Regional Housing Programme and seven City Region Deal strategic sites aligns closely with the investment, commitment and certainty provided by both Housing to 2040 and NPF4. It will also contribute significantly towards the national ambition to deliver 100,000 affordable homes by 2032, with at least 70% of these being for social rent. The implementation and action plans for the RPF will align closely with the new plan for Scotland and reflect the direction this will provide on future investment into our region and local communities.

The National Transport Strategy 2 (February 2020) sets the strategic direction to help deliver the 2019 Scottish Government commitment to be Net-Zero by 2045, while protecting the environment, reducing inequalities, help deliver inclusive growth and improving health & wellbeing. There is greater synergy between economic, planning, environmental and transport strategies that will provide consistent direction and shared outcomes.

Linked to these areas of Government Policy, we have also seen the publication of a range of research to inform future economic priorities, both national and local. One, produced by Oxford Economics, provided an assessment of Scotland's economic prospects and challenges. It looked at how existing resources and policy instruments could be used more effectively to raise Scotland's economic growth prospects and considered more ambitious policies which, if introduced, might generate a significant uplift in Scotland's economic growth. Incremental improvements could be achieved by more focus and resources around:

- Reform in the complexity of policy goals and instruments that exist;
- The Scottish National Investment Bank (SNIB) should play a key role to achieve a step change in economic growth;
- Continuing to attracting inward investment as a key policy ambition;
- More support for 'on-shoring', particularly around manufacturing related sectors;
- Increased supported for SMEs through a more streamlined system of business support;
- Better linkages between the education and skills sector and future needs of Scotland's workforce.

The report proposed that more radical changes were needed in Government policy to support a transformation of Scotland's economic performance, with focus on:

- Increases in government borrowing and/or cuts in interest rates to stimulate stronger growth in demand and hence output;
- Significant tax cuts and deregulation, to improve competition and incentives in the economy; and
- Large increases in government support for businesses, either directly or through increased spending on infrastructure, education & skills, innovation, or the green economy.

So, what might this mean for the Region and how can it focus its considerable resources to achieve something sustainable, achievable and for the collective wellbeing of everyone? The region has real strengths and successes to build on, as well as new challenges and opportunities to face. These include:

#### High Quality Places and Investment in Homes and Neighbourhoods



- Some of our **urban and rural environments are enviable**, and provide an unrivalled quality of life, but this is not universal across the region. Few other regions in Europe match the quality of our natural and built assets, right across the region;
- **But the reality remains very different for many**, and policy must focus on Fair Work, local regeneration, and support for those in greatest need;
- **Home working across the Region's communities has risen sharply** as a result of the COVID-19 pandemic. This change can support our local economies and town centres, and we need to consider the future of office locations, infrastructure and provision. For some this way of working can enable a better work life balance, enhance productivity and well-being, but can also bring work/life balance issues for many. We must remember that these options are not available to all, and not all jobs can be done from home, and increased home working presents a challenge in footfall for retailers and hospitality, and for developers/investors in relation to property provision with risk of increased dereliction
- The delivery of a **major housebuilding programme across all types and tenures**, aimed at increasing affordable living in sustainable communities with high quality place and local infrastructure. In doing so, such a programme needs to recognise the potential of the new blended / hybrid working environment, and has appropriate homeworking and wellbeing space
- The creation of sustainable mixed communities and new destinations and attractors across the region, through regeneration and new development, can increase job density, amenities and housing options with matching service and infrastructure with appropriate legislation within more self-contained **20-minute neighbourhoods**. This must work within the Scottish Governments Housing 2040 strategy and the National Planning Framework (NPF) 4 scheduled to be published shortly with a focus on long-term developments in keeping with this proposed framework.

- A new-found emphasis on sustainability and natural capital in the light of the COVID pandemic also gives us the opportunity to recalibrate our understanding of what economic development, flows and opportunity and supporting infrastructure mean in a rural context. Typically, these features are overwhelmingly conceived as something which extends ‘out’ from cities, and it is assumed that networks exist predominantly to serve the interests of primary urban centres. While this perspective is understandable in terms of critical mass and cost efficiency, it tends to obscure an understanding of the strategic requirements of rural and less densely populated areas. If **rural areas are to maximise their contribution** to Scotland’s National Ambition for Inclusive Economic Growth and to our region, then we must take **a new approach which builds on the opportunities for flexible and digitally supported working**. This greater flexibility in residency choices and housing, with wider implications for travel and the pressure on services, creates enhanced opportunities around natural capital, for example, through renewable energy, carbon storage, or the redesign of farming support.

### Major Economic Strengths and New Opportunities

- Our educational institutions, the **research-intensive Universities** in particular, give us a strong competitive advantage. Our innovation systems must maximise these flows and linkages.
- We have a major opportunity to re-focus support on **key growth areas of the economy** such as Software, the Creative Industries, Life Sciences/Healthcare, Business Services and Food and Drink. All underpinned by Data Driven Innovation, and with a skills system ensuring new skills are constantly driving innovation.
- A **commitment to more locally based supply chains** and more of a ‘near me’ economy, linked to the broader objective of supporting Community Wealth Buildings, particularly through the procurement policies of our anchor institutions can bring new economic benefit if properly channelled.
- The profile of the region having Scotland’s capital, a city of international profile and reputation.

To build on the Region’s strengths and address the existing challenges and opportunities, it is important the Region’s seeks to be ‘Resilient’ in its solutions, ‘Innovative’ in the way in which organisations work together flexibly and quickly, and seek to support a region that ultimately ‘Flourishes’ to the benefit of everyone who lives here. These themes are explored in more detail in the next section.

## 6. OUR EMERGING VISION FOR THE FUTURE

Having reviewed the challenges and opportunities that the region needs to address, the following section outlines our collective Vision for the region, as well as the themes that will focus our activity.

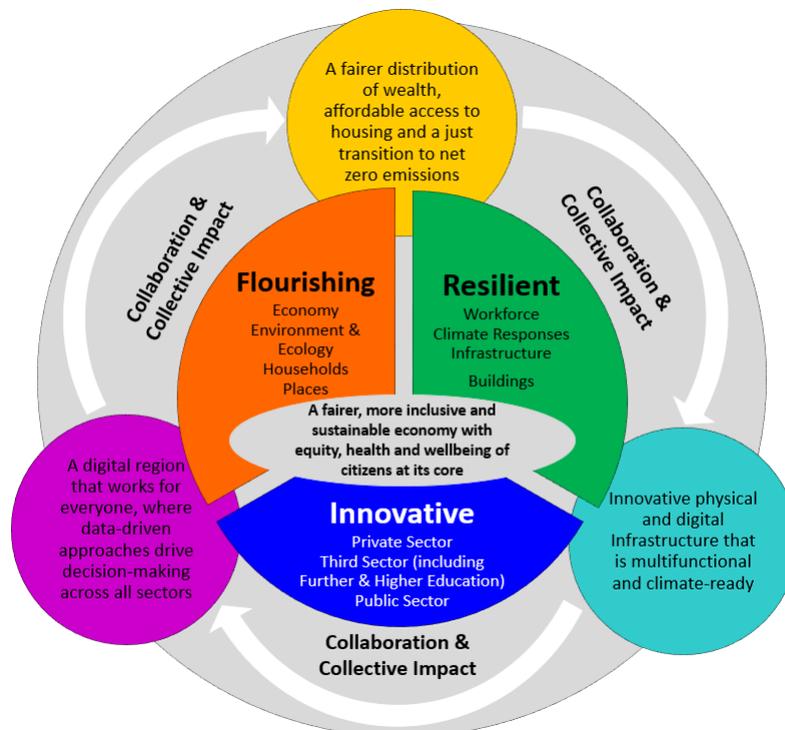
In doing so, it seeks to recognise the importance of the area’s natural, cultural, built and community assets, and our determination to create a more equal economy and society, improve citizens’ health & wellbeing, address climate challenges and help develop an internationally recognised, well-connected and outward looking city-region.

### Our Vision

*We will drive the economic recovery of Scotland whilst ensuring the **proceeds of innovation and prosperity are distributed fairly and sustainably**. All sections of the community will have the opportunity to develop critical skills that will help to target inequalities in our society. We must **protect our environment and make best use of our existing assets**, investing appropriately to ensure that the Edinburgh and South East Scotland City Region delivers for **all its citizens** as we transition to a net zero economy. **Our institutions, ancient and modern, will deliver a legacy we are proud of.***

### Delivering the Vision

A series of future regional priorities have been outlined below, these seek to maximise the opportunities the Region offers, while addressing the challenges which it faces; both existing and as a result of Brexit and COVID-19. These are emerging priorities and will require further work, consideration and consultation as the Framework develops. These priorities fall broadly into three key thematic areas – **Resilient, Flourishing and Innovative**.



## 7. OUR EMERGING STRATEGIC THEMES

### Theme 1 – Flourishing



- We want to spread the benefits and prosperity more evenly around the region in an environmentally sustainable way, to ensure inclusive growth, community wealth building, community wellbeing and reduced inequalities are achieved. Technological and climate change is transforming the types of skills requirements and job opportunities available and how companies do business and it's vital that people in the region have the skillsets required to work in key sectors. We want to have economic wellbeing levels well above the Scottish average and equal to or better than comparable international City Regions, which are spread across all our citizens in the region. We want our governance, investments and institutions to support the economic activities that will define the region as a global pioneer and leader that our citizens are truly proud of. We aim to have a wide labour market with diverse skills base to match current and emerging business requirements as well as future growth sectors. We have education, skills and training opportunities, targeted at underrepresented groups and sectors with appropriate support to enable their increased participation. There is improved access to such employment, education and training opportunities across the whole region. This supports a diverse, broad and resilient economic base with a wide range of job types and employees linked to innovation, a just transition to net zero and local production and supply chains. Delivering new zero carbon homes, maintaining and retrofitting existing homes will be central to changing our behaviours to support of a transition towards a zero-carbon economy.

Future opportunities include:

- Delivering the 21,000 jobs that the City Region Deal projects will bring and helping our most disadvantaged communities have the skills and ability to access these opportunities.
- The City Region Deal Integrated Regional Employability and Skills (IRES) Programme will provide part of the support required to help people in the region adapt to these changes.
- Sustainable, accessible and integrated transport as an enabler to universal access for opportunities and reduce inequalities.
- Maximising community benefits from the City Region Deal and future collaboration projects can deliver economic opportunities linked to areas of disadvantage.
- Distribution of key sectors and jobs and assets - building on the region's core sectoral strengths which include: tourism, agri-tech, life sciences, data science, tech, finance, fintech, creative industries, food & drink, renewables/energy, health and social care, manufacturing, construction, warehouse and distribution.
- Growing export value and the number of exporters. Consider economic opportunities at a regional scale e.g. future warehouse, distribution, industrial and retail uses, and how those organisations maximise their global reach.
- Work in partnership with utility suppliers to ensure the combined ambition for net-zero, community wellbeing and inclusive growth can be delivered across the region.
- Embed the principles of the Logan Review across all sectors to support and nature innovation and entrepreneurship.
- Maximising the benefits of an inclusive economy to extend beyond existing urban centres to smaller towns and rural areas, to develop/enhance 'locally' functioning hubs. Reducing the need to travel unsustainably with sustainable and low carbon transport choices connecting places, create conduits for business and enterprise, workers, skills, training, and goods and services
- Collaboration with Scottish Government to deliver wide range of financial innovation opportunities that will enable the delivery of a 'Regional Housing Programme' and our seven transformational strategic sites:

- Deliver upfront land remediation and shared infrastructure delivery across sites that require it – Blindwells and the former Cockenzie Power Station Site, Edinburgh’s Waterfront, Dunfermline, Shawfair, Winchburgh, Calderwood and Tweedbank.
- To also deliver the associated low and zero carbon, green and blue infrastructure on these sites that will enable adaptation and mitigation to climate change and reduce fuel poverty, increase energy efficiency and deliver wider multiple benefits.
- Investment required to meet the greatest affordable housing need in Scotland, through an expanded regional affordable housing programme that builds on work to produce a Regional Strategic Housing Investment Plans and delivers more social homes for rent
- To enable wider delivery of affordable, specialist provision, ‘Mid-Market Rent’ and ‘Build to Rent’ and therefore mixed tenures and communities
- Regional Home Demonstrator – delivering a new business model for affordable housing that is key to the transformation of delivery (including collaborative procurement, design standardisation, whole life costs and net zero carbon performance) and moving towards the mainstreaming of modern methods of construction that can be deployed across the region
- Housing Construction & Infrastructure Skills Gateway
- Housing developments based on digital connectivity and supported by 20min neighbourhoods promoting the NTS 2 hierarchy of walking, wheeling, cycling and public transport access supported by an infrastructure first approach.

## Theme 2 - Innovative



Innovation is critical to developing new solutions to the challenges and opportunities the region faces. Within our region the differentiating opportunity is Data, which is critical to future economic growth, social change, and public services. The region has ambitious plans to establish the region as the Data Capital of Europe and ensure that communities across the region benefit from data-driven and other forms of innovation. We must build on this platform to ensure that the RPF delivers for all our citizens in new and innovative manners.

The City Region is home to the £1bn+ businesses FNZ, FanDuel and Skyscanner, and major international tech companies such as Amazon, Cisco, Oracle, Microsoft and IBM have also created bases in the City Region. In 2020, Scottish start-ups collectively raised £345m with nearly 2,500 start-ups. However as the Logan review recognised, attracting investments for these from London or abroad continues to be a challenge. The Tech Ecosystem in the region is strong, and is one that has the potential for further consolidation and growth right across the region. In terms of academic and research capability, the University of Edinburgh has been ranked first in the UK for computer science and informatics research and Heriot-Watt University is a global leader in Robotics and Artificial Intelligence (RAI). East Lothian’s Food & Drink Business Improvement District includes an Edinburgh Innovation Park with Queen Margaret University to innovate around Food & Drink practices and products, including the practice of translational medicine to impart medicines in food products to address acute medical conditions. Future opportunities include:

- Formation of a Regional Tech Ecosystem collaboration, to facilitate and promote the collective opportunities for local development and international growth, as Fintech Scotland has done for the Scottish Fintech community.
- Collaboration across public, private and academic sectors to apply data science approaches, to develop innovative and financially sustainable models to business operations, including regional opportunities in the fintech sector and in health and social care. .
- Building on the infrastructure available across the region to enhance the provisions of services to our communities in a responsive and appropriate manner.
- Data-driven approaches to prevention, treatment, and health and care service provision, enabling high quality and efficient care within a world-leading learning healthcare system.

- Delivering business premises of the future are ready for data-driven innovation opportunities, including the City Region Deal Fife i3 Programme and Borders Innovation Park, as well in other major development areas like West Edinburgh, Fountainbridge and Granton in Edinburgh.
- Innovative and future-proofed infrastructure – ensuring the region is at the forefront of new infrastructure and in a position to enable 5G and superfast fibre delivery across the region, to enable businesses to locate, invest and grow in our more remote and rural locations whilst also allowing people to work from more flexibly from home and other locations.
- Innovative and future proofed transport – ensuring the region has coordinated information and flexible transport modes that are easily accessible and deployed to promote growth in the sector and support net-zero and the reduction of inequalities.
- Innovative and future proofed utility networks to effectively and efficiently serve the region and its ambitions.

### Theme 3 – Resilient

Our region must be resilient and be responsive to change. Economic changes, including technological advances are rapidly taking place and changing the way we work and access services. Climate change is bringing challenges and opportunities for the region, including the need for adaptation, mitigation and sequestration measures; this could also bring significant opportunities to justly transition to a low carbon economy. Our people also need to live in places in all parts of the region that support new fair work, have access to travel and lifestyle choices and we must also evolve the skills base of people in our region to meet the requirements of our future economy.

Partners across the region will work with the Scottish and UK Governments and regional partners to ensure our national, regional and local plans, consents, investment and delivery are co-ordinated, streamlined and accelerated to ensure:

- Nationally and regionally significant transport projects will be coordinated by SEStran and delivered to connect the region better to other city regions, places and markets including:
  - Rail
  - Road based public transport
  - Active travel
  - Demand Responsive Transport
  - Mobility as a Service
  - A720/A1
  - Air
  - Marine
  - Mass Transit
  - Borders Railway Extensions
- The delivery of a fairer distribution of economic growth across the region, not just population and housing, to:
  - increase diversity of economic activity and job density across the region,
  - make more resilient communities,
  - minimise need to travel,
  - make best use of assets – e.g. contra peak capacity in transport network
  - encourage new ways of working
  - use of digital connectivity
- Masterplan Consent Areas, major developments and / or New Towns will be designated as appropriate, with major national and cross boundary transport projects to be delivered through national, regional and local level collaborative teams

- Regional Spatial Strategy and major development plans will collaborate strongly with national/regional/local transport strategies and work in partnership with transport agencies, where appropriate, to input and prioritise the delivery of sustainable transport infrastructure to help support greener travel behaviours
- We will work as regional partners to ensure
  - Our plans and strategies are coordinated across local authority boundaries and projects; and
  - Initiatives to deliver more frequent, reliable, integrated and affordable public transport are supported and active travel services and options are improved for all in the region by working closely with transport providers and SEStran and Sustrans Scotland etc.
- Better connected - Future priorities to ensure that the region is better connected, include:
  - Pursuing strategic public transport projects and priority schemes to deliver greater connectivity in the region quickly, as well as contributing to challenging national targets, such as 20% reduction in car kilometres travelled within the next ten years
  - Measures to increase workforce mobility, especially for residents of disadvantaged communities, primarily through the creation of a fully coordinated, integrated, flexible and affordable transport network across the regions that helps reduce inequalities. Strategically, future plans need to acknowledge the integration of land use and transport, to support 20 minute neighbourhoods, 'blended working' and innovative transport solutions.
  - Interventions that, individually and/or collectively, demonstrably address climate change and reduce carbon emissions.
  - A single point of information and ticketing, which is affordable and integrated for public transport across the region.
  - Helping to deliver the National Transport Strategy (NTS2) priorities and outcomes underpinned by the sustainable travel and investment hierarchies and Regional Transport Strategy objectives through appropriate infrastructure and services in new strategic sites, as well as from main centres of population to centres of employment, education and training as well as other public facilities including health care;
  - Enhancing mode choice and offering to ensure that transport network can become more flexible to adapt to the differing transport needs of the region.
  - Focusing on investments on modal shift and supporting the more disadvantaged communities.
  - Considering potential longer-term schemes for tram, light rail and heavy rail.
  - Supporting freight operators using new approaches to freight decarbonisation across the region
- Sustainable – Partner organisations are developing four strategic outline cases for the development of sustainable Energy Management Systems, Regional Supply Chains, developing an Investment Prospectus for COP 26 and setting a Risk impact for climate change consequences, including economic consequences. Additional opportunities to help ensure the region can adapt to climate change and transition to zero carbon emissions include:
  - Sustainable Modern Methods of Construction – The scale and pipeline of regional housing development presents a unique opportunity for innovation and use of offsite manufacturing methods of construction to ensure that homes are future proofed being built to the highest quality and energy efficiency standards with significantly reduced waste and carbon emissions. Continued collaboration with Edinburgh Napier University's Institute for Sustainable Construction and Construction Scotland Innovation Centre.
  - Energy - The region already has some significant assets that can help enable the transition to a low carbon economy. However, harnessing this collective potential combined with future investment, behavioural change, and recycling will be essential to meet ambitious local and national targets. Existing key assets and opportunities across the region include:

- Energy Park Fife - Energy Park Fife is a world leading engineering and research zone within the energy sector.
  - Energy from Waste Plants - Maximising connections to Midlothian and East Lothian sites to deliver low carbon heating in the South East of Scotland.
  - Geothermal - There are several former coal fields across south east Scotland, such as the Midlothian and East Lothian and Fife coal fields, where there is significant potential to abstract and make use of warm mine water to develop geothermal heat networks.
  - Recycling - Significant expansion in recycling facilities, consideration could be given to regional recycling hubs.
  - Transport – Transport accounts for 37% of Scotland’s greenhouse gas emissions. There are a number of national, regional and local initiatives that are demonstrating or investigating the decarbonisation of transport and will help to reduce kilometres travelled by car.
  - Transport – A true modal shift from the private car (even EV powered) to active travel and public transport will help maximise the efficient use of energy, but this can only be achieved by providing a viable alternative to the private car. SESTran’s Mobility as a Service and Demand Responsive Transport approaches across the region will provide the platform to create a fully integrated public transport offering, coupled with Demand Responsive Transport to respond to the customer needs and the changing dynamics of the region.
  - The Scottish Borders is already a significant net generator of onshore renewable (wind) energy. There remains potential to expand this output in areas set out in the Local Development Plan, as well as to develop the associated upskilling, well-paid jobs and local economic benefit.
  - Offshore renewable also offer opportunities reflected, for example, in Eyemouth’s selection as an Operations & Maintenance base to support EDF Renewables UK’s Neart na Gaoithe Offshore Wind Farm.
- Green, Blue Infrastructure and nature based solutions, including carbon capture and sequestration. We will identify regional project, programmes and actions that will help us to adapt to and mitigate future climate, focusing on reduction measures and the mitigation and sequestration. The work of this framework must enable individual local authority areas to take different decisions around carbon emissions, but to operate within the regional framework. This will support the local needs of each council while providing an overarching guide on best practice to work within. Afforestation and enhancing the significant woodland and wetland assets within the region and particularly the Scottish Borders. New developments provide green corridors for safe wildlife passage and connections to nature, natural waterways protected and preserved, natural wetlands and floodplains protected through masterplanning to provide vital future water management and prevent erosion.
  - The region has much to contribute to Scotland’s aspirations to work towards net zero, but we acknowledge that there is work to do to better understand the issues and opportunities the region faces. We anticipate rapid change and aspire to be not only in a position to respond to changes, but to be at the forefront of these. This means developing a much stronger understanding of what our collective carbon footprint looks like, and what we should target first to make the biggest difference. We will work with:
    - a. Scottish and UK Governments to ensure emerging good practice is reflected in our approach to Green House Gas (GHG) measurement and costing.
    - b. Transport Scotland to seek ways to support the emerging Regional Transport Strategy through our work.
    - c. NatureScot and others to develop nature-based solutions that add to quality of environment and quality of life.
    - d. Private sector partners who can deliver so much of what is needed, and require a supportive policy backdrop to enable this.

- e. We have a powerful range of organisations and individuals across the region who can all contribute in different ways to this critical agenda. Our “Major Moves” will all consider how best to support our net zero aspirations, recognising that will require new ways of working and new ways of thinking about our environment. Our approach to risk must reflect the urgency of the situation and look ahead to likely future legislation, taxation and GHG obligations.

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## 8. OUR EMERGING BIG MOVES

### A Better-Connected Region

The interdependence between local partners has never been greater with increased mobility of workers and people choosing to live, work and invest in locations across the region irrespective of administrative boundaries. Within the region we will ensure that employment, training and education can be accessed by all, through sustainable transport modes.

South East Scotland is well placed to capitalise on improved international, UK cross-border, including between Edinburgh and London, as well as national connectivity. Edinburgh Airport, ports on the Firth of Forth and the radial transport corridors to, through and from our region connect it to other UK regions, Scottish regions and City Region Deals including Tay Cities and Borderlands. These routes and our digital connectivity provide the means to develop wider relationships and to seek out, attract and share new opportunities.

Edinburgh city centre and the regional core are a key connecting node, but many of our major cross boundary connections converge elsewhere in the region. A better more sustainably connected region underpins its future success.

Many of these strategic corridors are part of the NTS2 Strategic Transport Projects Review 2 and will inform the Scottish Government's transport investment programme in Scotland over the next 20 years (2022-42). The regional and local corridors will be developed by SEStrans and Local Authority strategies and mobility plans. Although these commitments will be longstanding, they have been developed during a period of unprecedented change and uncertainty, so regional partners will need monitor and assess the effectiveness of the commitments for the region and work with the Scottish Government and SEStran to react to any further development that may be required

Some of our key objectives are to promote future growth within the city centre, regional core and along our growth corridors in line with the high-level approach below:

- **Connecting West** – we want to build a new partnership between the east and west of Scotland right across the region, to address labour market linkages, sustainable connectivity and sectoral collaboration. This will exploit the existing M8 corridor to support the themes of education and manufacturing from Livingston into central Scotland and beyond. We also want to ensure we take advantage of our shared UK cross border connectivity and associated development opportunities, including logistics, freight and storage and distribution as well as manufacturing;
- **Connecting North** – utilising recent investment in the new Forth crossing, we want to improve connections to the Tay Cities Region and Aberdeen City Region areas, and to make available growth opportunities in key locations within Fife, including the former Longannet Power Station site, Port of Rosyth and Fife Energy Park, as well as around the Forth Bridge heads and at Edinburgh Airport, including growth of our financial, insurance and other professional sectors. This also includes the developments at Winchburgh as a southern bridgehead from which this can be enabled. The Levenmouth Rail Link will also offer new opportunities for both passenger and freight transport. A key focus of this will include ongoing support for further development of sustainable energy connections with key partners across the region and beyond;
- **Connecting East** – utilising existing and future enhancement of UK cross border connections between south east Scotland, north east England and London we want to reduce journey times and strengthen the UK cross border cities network. Along the element of this corridor within the region there is significant potential to align plans for substantial economic and housing growth in a new strategic regional growth gateway location focused on an enlarged new settlement at Blindwells with new regional town centre, the redevelopment of former Cockenzie Power Station site and a new regional gateway transport hub. The creation of a new railway station in Reston will also provide opportunities for inclusive growth and opportunities within the east of the Scottish Borders;

- Connecting South – the BioQuarter, and Edinburgh Innovation Park at Musselburgh cluster around the A720 (east end), A1, and East Coast Main Line; with Easter Bush nearby in the A701 growth corridor. The Borders Railway remains a major corridor for sustainable growth and rural regeneration; and a new North South tram line must connect North and Central Edinburgh to the Bio Quarter and then to the growing communities to the south of the city. To strengthen links further, the region requires the extension of the Borders Rail Line to Carlisle to improve UK cross border connectivity between the south of Scotland and the north west of England. For the movement of freight between the north of England and South of Scotland the A7, and A68 are key strategic routs that require future investment.

## Major Regional Opportunities

This section sets out some of the major regional opportunities that have been identified through the Framework development process. Each aligns with one or more of the themes set out above. These opportunities cannot be fully realised without a regional approach and will deliver significant impact with the potential to reshape the region's future.

1. **The Data Capital of Europe** – as a nation and a region, our lives are being transformed by technology at a tremendous rate. The BEIS Science and Innovation Audit provided a roadmap for the region to be an economic beneficiary of this data revolution, rather than a passive consumer. It highlighted the need for collaborative action to develop the digital and analytical talent the Region requires to thrive in the face of global competition. The CRD's Data-Driven Innovation programme has acted as a catalyst for this collaborative action, but this now needs to be extended into day-to-day economic development activity across the region, to support the transition and growth of data-enabled business operations. Through this, the Region can consolidate and strengthen its Innovation Ecosystem to support organisations, irrespective of where they are based in the Region. This can deliver the vision of the region being the Data Capital of Europe;
2. **Re-thinking our neighbourhoods, towns and cities in line with the principles of NCPF4** - addressing affordability, reducing the need to travel in the first instance and where physical connectivity is required it is achieved with the principles of sustainable travel and investment hierarchies within 20 min neighbourhoods, and re-shaping our High Streets, in both a city centre and a town centre context, focusing on new roles and new uses;
3. **Sustainable transport and mobility** – we will reduce need to travel unsustainably and car dependency right across the region by delivering key aspects of the National and Regional Transport Strategy such as interconnected cross boundary active travel links and better infrastructure for public transport provision. We will provide affordable, coordinated public transport options for those who live in transport poverty for access to employment, training and education opportunities;
4. **Regenerating the Forth estuary: from Rosyth to Blindwells new settlement and the former Cockenzie Power Station site, taking in the Forth Bridges and Granton, linking to Grangemouth/Forth Valley** – and including the redevelopment of our coastal industrial base to focus on support for the renewables sector, and exploring new opportunities for tourism and leisure use;
5. **Re-imagining sustainable tourism:** regionally and nationally connected and signposted, with sustainable assets and attractions across the region;
6. **Support for enterprise, with a particular focus on start ups and a wider culture of entrepreneurship in the post pandemic period.** This needs to be carefully aligned with other key policies that may also require support to businesses, in particular the net zero agenda. Coordination between national, regional and local support systems must be maintained and support systems must remain as open and accessible to as wide a range of organisations and entrepreneurs as possible, recognising the



## 9. OUR PROPOSED APPROACH TO DELIVERY

### **Delivering this Regional Prosperity requires new ways of working**

The Edinburgh and South East city region is Scotland's greatest economic asset, generating wealth and opportunity for its citizens and the rest of the nation. Economically, the city region is a national force for good, acting as a catalyst for the country as a whole. Socially, culturally and creatively, it is an iconic touchstone for the Scottish people, projecting much of Scotland's global profile and as the primary gateway to Scotland. It is in the national interest for investment and funding decisions to be taken coherently to provide for the continued and increased success for the benefit of everyone throughout the country.

To achieve and deliver upon this Regional Prosperity Framework requires a new way of working. Through the City Region Deal, the Scottish and UK Governments and regional partners embarked on a new relationship. The Deal has demonstrated that partners can collaborate effectively to deliver cross-regional projects, create future regional infrastructure and strategically co-ordinate transport, housing and economic development.

For our national wellbeing, Scotland must maximise the potential and opportunities that exist in Edinburgh and the South East as articulated in this Regional Prosperity Framework. Scotland's economic health is dependent on a thriving economy that protects the environment across the region. The Scottish and UK Governments, national agencies and regional partners must align funding programmes and investment priorities alongside the wider contributions of private and 3<sup>rd</sup> sector partners including housing associations, voluntary/charitable organisations and social enterprises to ensure this success. This will secure maximum value for taxpayers' money and will attract business, create jobs and boost prosperity to benefit the region and the nation.

These innovative and ambitious projects require a collective approach to align strategy, investment and funding, and to deliver prosperity and wellbeing across the region and for the rest of Scotland. Government has been clear that the logical extension of the positive progress of City Region Deals is for regional collaboration to go further through the development of regional economic plans, with shared outcomes, responsibilities, and alignment of priorities and resources. An unrelenting focus on the strengths of place and communities is critical to planning for and ultimately realising meaningful change. The Scottish and UK Governments and regional partners must build upon the close partnership successfully established through the Edinburgh and South East Scotland City Region Deal and ensure that powers and resources exist to provide for coherent investment in the region's key strategic priorities.

This section sets out how the projects, big moves and themes converge into a framework for delivery. The Framework Action Plan will reflect a short term focus (years 1-3), and it is envisaged that the action plan will be a live document, which will be updated frequently as projects are developed and delivered. The overarching Framework will be refreshed at 3 – 5 year intervals. Over the short, medium (years 4-6), and longer (years 7-10) term horizons, the City Region Deal; the regional pipeline of projects; and the identified "big moves" will all inform action plan updates. Further information on each element and how it links to Framework delivery is outlined below:

### **Delivering the Deal**

In these uncertain times the £1.3bn ESESCR Deal provides certainty both in terms of investment but also the 15-year commitment made between the Deal signatories. The projects and programmes in the Deal provide committed investment, together providing a strong foundation to grow, leverage and develop opportunities for the regional economy.

The ESESCR Deal is of national importance with significant implications for Scotland's future growth. This Framework seeks to build on the ESESCR Deal and maximise our existing assets by outlining key measures,

priorities and opportunities which have arisen from the collaboration and which respond to the economic and climate challenges that face us all. In addition, the existing collaboration ongoing across partners and the established working relationships from the City Region Deal have provided a platform from which this framework can further deliver benefits for our citizens.

### **Monitoring and Evaluation**

Effective monitoring is essential to provide timely feedback and the ability to 'flex' projects if they are not delivering the intended benefits for our citizens. At the heart of the City Region Deal, a well-defined Benefits Realisation Plan, recognised for its best practice, has proved critical to the success of the Deal. The RPF will learn from this work, ensure resources and processes are in position and ensure that right data is held for all the regions to ensure a high quality of information to assess this ongoing work.

### **Pipeline Projects**

The region has worked collaboratively to prioritise a pipeline of projects which can be delivered over the short to medium term (1-6 years) with the right investment and partnership approach to deliver against the three key thematic areas of the Regional Prosperity Framework.

### **Big Moves**

The strategic programmes, partnership and approaches outlined in the 'Big Moves' section aims to ensure that the region delivers the vision and ambition of the Regional Prosperity Framework over the next 20 years.

### **Action Plan**

An action plan with a short timescales focus will be regularly updated to ensure that the key projects and deliverables of the framework are live and area able to react and respond to future economic, societal and environmental factors to best meet the needs of our communities. We will continue to refine our approach to delivery based on evidence and the feedback from our citizens.

This action plan must be appropriately resourced to deliver on the strategy captured within this framework. It requires continued commitment from the 6 Local Authorities and key partners to drive the initiatives forward to build the society that our citizens demand. Long term investment commitments by the Scottish Government and Transport Scotland are being further developed in 2021 with regional partner involvement. The region needs to support this investment to maximise the positive impact across the region and the delivery of the national ambitions, monitor the outcomes and continually work with Scottish Government and Transport Scotland to react to changing circumstances within their 20 year investment programme.

## 10. OVERSEEING CHANGE

The delivery of the change proposed within the Framework will require a significant collective effort from a range of organisations, alignment and influence to national and regional strategy/investment and long term governance arrangements.

Key partners in the delivery of the Regional Prosperity Framework will include the Edinburgh City Region Deal signatories (the six local authorities, together with regional universities, colleges and the Regional Enterprise Council, UK and Scottish Governments), as well as a range of other organisations with a key national and regional roles such as Transport Scotland, Scottish Enterprise, South of Scotland Enterprise, SEStran and SUStran.

The successful delivery of the Framework and action plan requires each of its elements to be implemented in a coordinated way. An existing structure is already in place to support the delivery of the Edinburgh and South East Scotland City Deal, and this will be the basis of a broader public / private sector economic partnership to guide and monitor the delivery of the Framework in the long term.

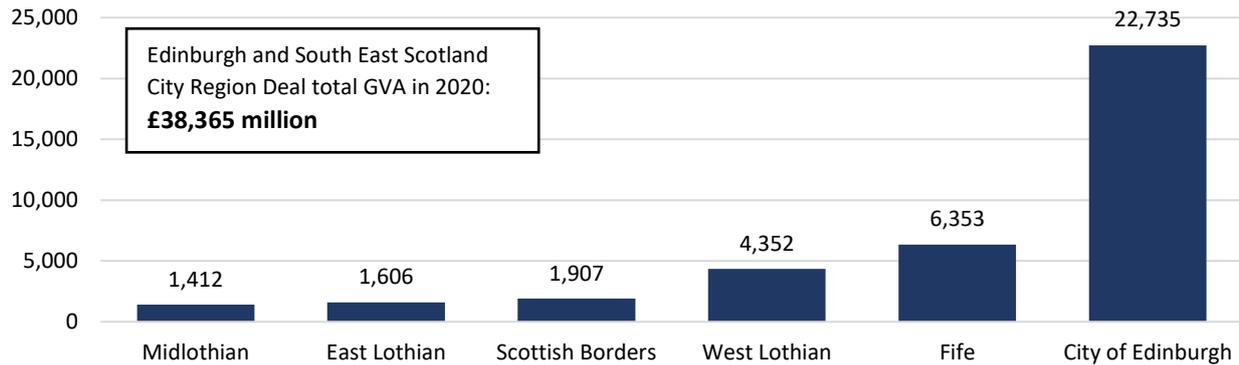
The Regional Enterprise Council – has already started to influence and shape the Framework and will continue to ensure that strong, effective leadership and input is provided across the public and private sectors.

The Elected Member Oversight Committee established in January 2021, ensures that that the Framework is developed and governed through to the delivery phase with the appropriate local level scrutiny.

The regional partners are committed to working together to develop and deliver our vision for the future of our region. We are keen to continue to focus on our strong relationship with national agencies, and the Scottish and UK Governments, to ensure that our regional efforts are both supported by, and contribute strongly to, the wider national context. We look forward to continued joint working to share and realise our Vision.

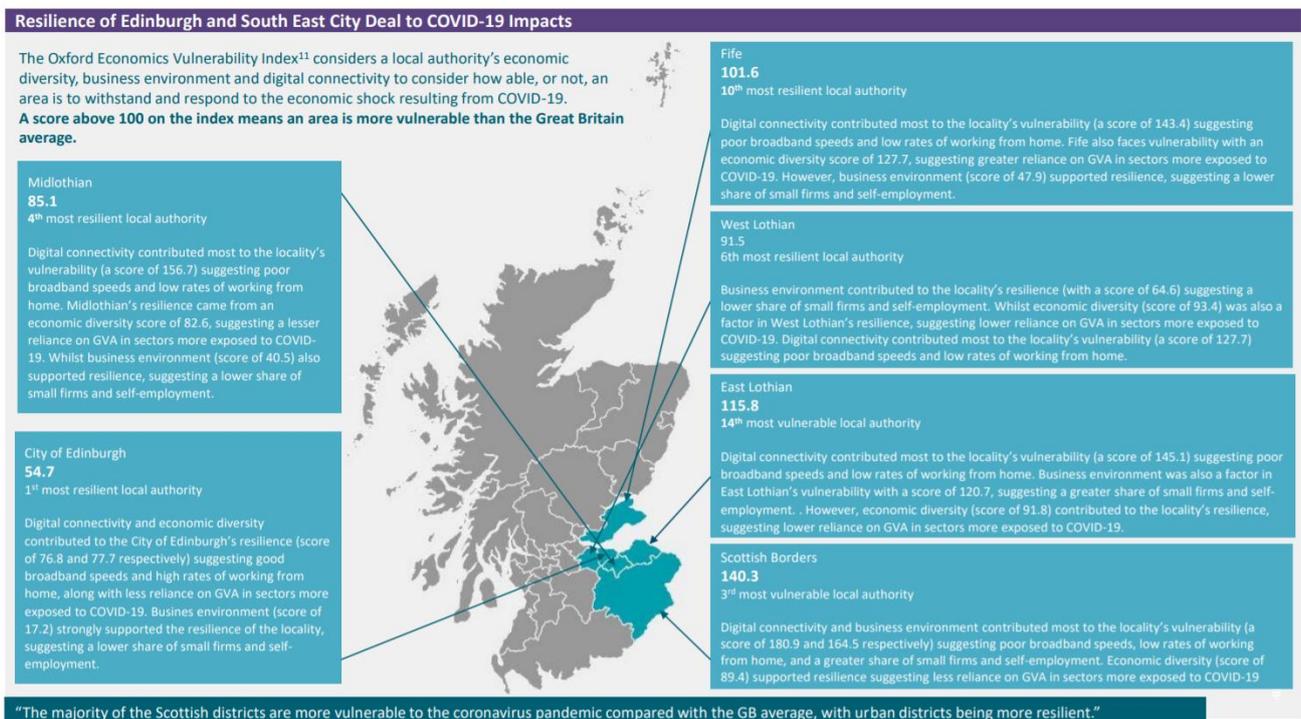
**Economic Performance**

**Chart 1: City Region GVA 2020 (£m) by Local Authority**



Source: Oxford Economics Forecasts (Skills Development Scotland)

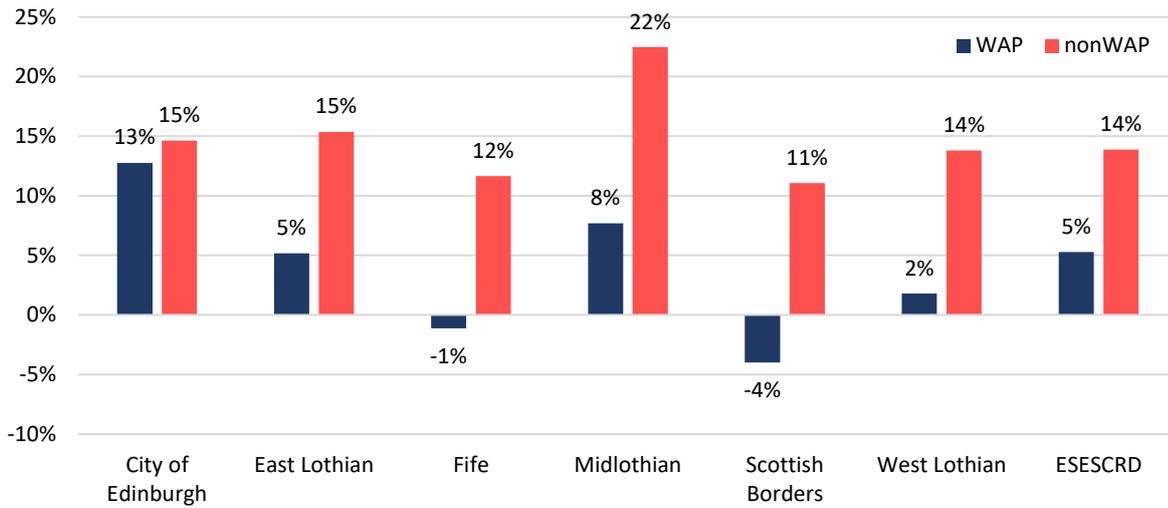
**Figure 1: Oxford Economics Vulnerability Index – Edinburgh and South East Scotland**



**Population and Demographics**

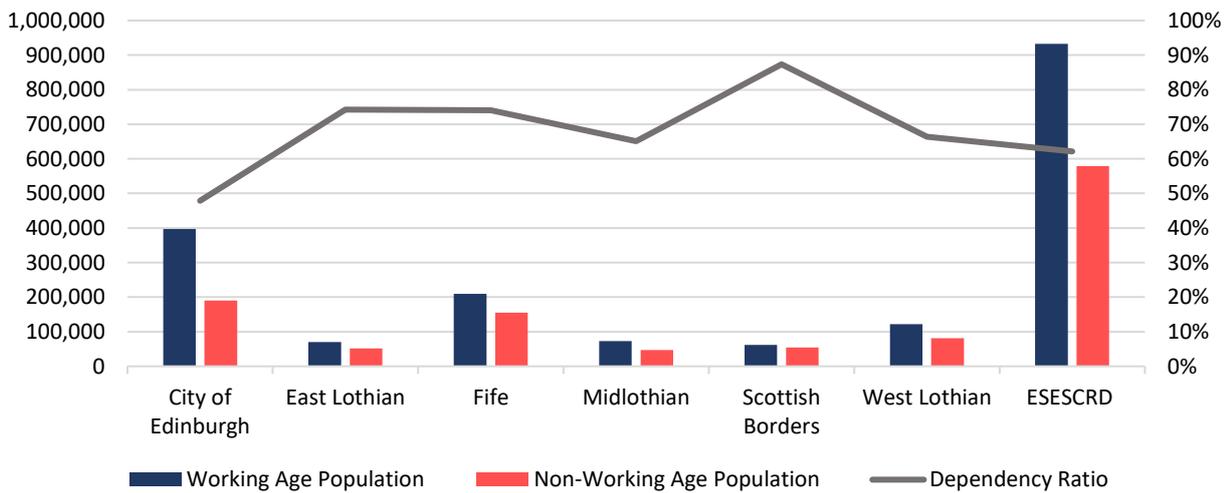
Percentage change in the 16-64 yea-old Working Age Population (WAP) and the non-Working Age Population (non-WAP) across the City Deal region between 2009 and 2019.

**Figure 1: Percentage change in age categories by local authority 2009-2019**



Source: National Records of Scotland

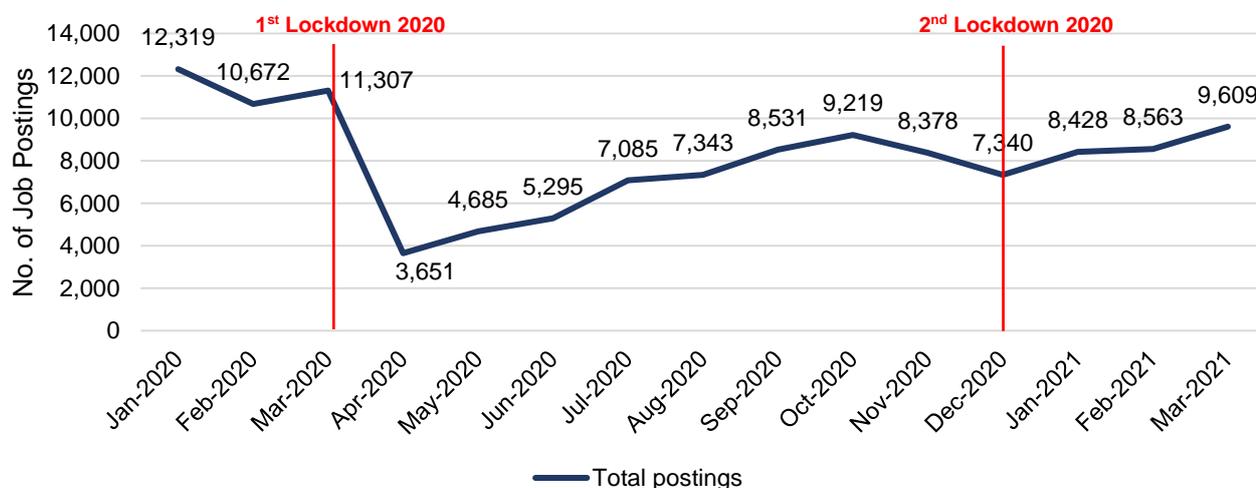
**Figure 2: Population projections by age category and local authority in 2043**



Source: National Records of Scotland (based on mid-2018 population estimates)

## Labour Market and Skills Landscape

Chart 1: No. of Job Postings Jan 20 to March 21 – Edinburgh and South East Scotland



Source: Burning Glass Technologies (2021) \*Please note that Burning Glass Job Postings data may not sum due to absence of information associated with some postings e.g. no salary information or SIC or SOC Code.

Table 1: Top Job Postings by 2 Digit SIC – Edinburgh and South East Scotland

Industry	Job Postings	% of Total Postings
Human health activities	10,581	22%
Education	7,396	16%
Public administration and defence; compulsory social security	3,914	8%
Retail trade, except of motor vehicles and motorcycles	3,044	6%
Financial service activities, except insurance and pension funding	2,919	6%
Social work activities without accommodation	2,318	5%
Activities of head offices; management consultancy activities	1,790	4%
Legal and accounting activities	1,323	3%
Residential care activities	1,249	3%
Food and beverage service activities	1,140	2%

Source: Burning Glass Technologies (2021)

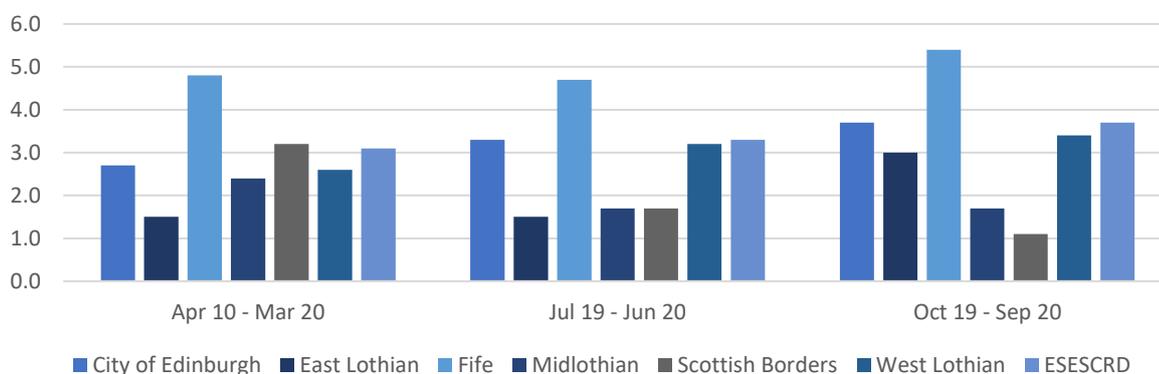
Table 2: Top Job Postings by 4 Digit SOC – Edinburgh and South East Scotland

Occupation	Job Postings	% of Total Postings
Programmers and software development professionals	5,706	7%
Nurses	3,568	4%
Care workers and home carers	3,440	4%
Other administrative occupations n.e.c.	2,107	2%
IT business analysts, architects and systems designers	1,975	2%
Managers and proprietors in other services n.e.c.	1,953	2%
Chartered and certified accountants	1,795	2%
Sales related occupations n.e.c.	1,650	2%
Customer service occupations n.e.c.	1,610	2%
Management consultants and business analysts	1,450	2%

Source: Burning Glass Technologies (2021)

## COVID-19, BREXIT, and the Labour Market

Chart 1: Unemployment Rates (16-64) by Local Authority (%)



Source: Annual Population Survey (Labour Force Survey)

Chart 3: Number of People on Universal Credit in Edinburgh and South East Scotland (February 2020 – February 2021)

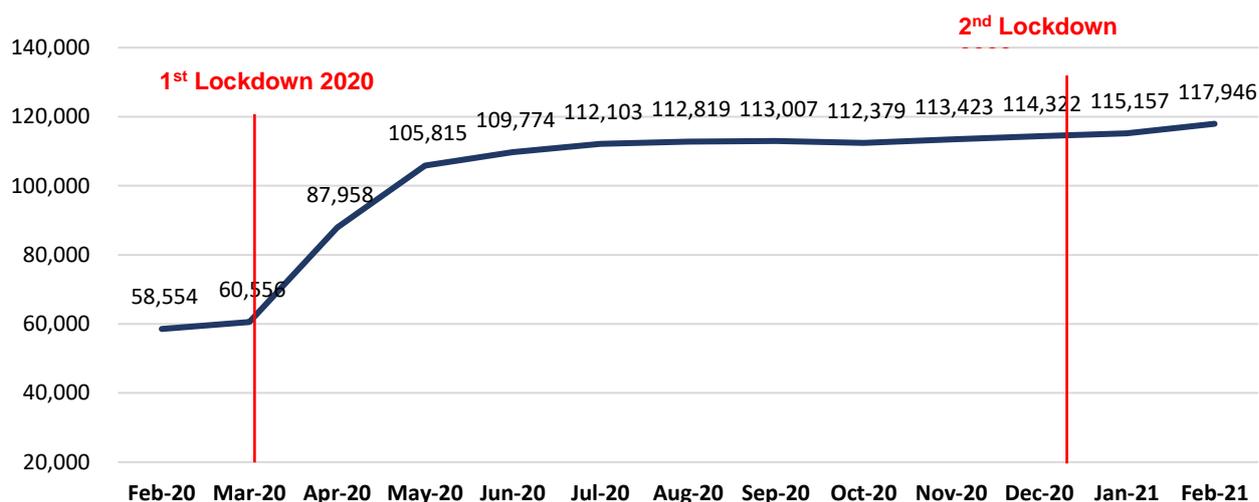
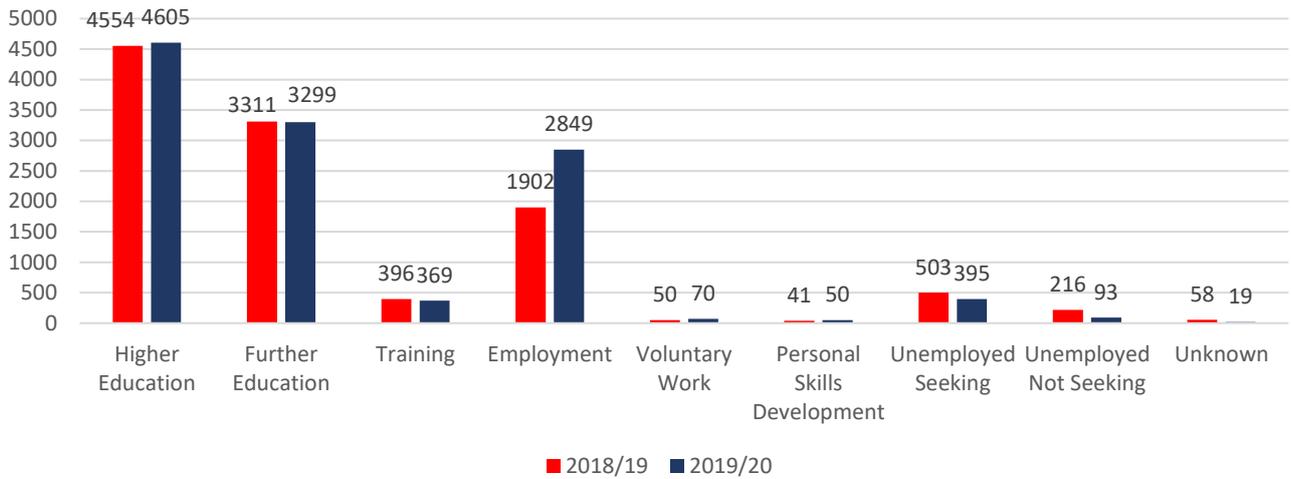


Table 1: Population by country of Birth, December 2019, and June 2020 (Thousands)

Area	EU Total (December 2019)	EU Total (June 2020)
Scotland	234,000	240,000
City of Edinburgh	46,000	47,000
East Lothian	4,000	4,000
Fife	15,000	15,000
Midlothian	5,000	3,000
Scottish Borders	4,000	2,000
West Lothian	12,000	14,000
<b>ESESCRD Total</b>	<b>86,000</b>	<b>85,000</b>

Source: National Records of Scotland (2020)

**Chart 4: Initial School Leaver Destinations – Edinburgh and South East Scotland (2018/19 and 2019/20)**



Source: Summary Statistics for Attainment and Initial Leaver Destinations, No. 3: 2021 Edition

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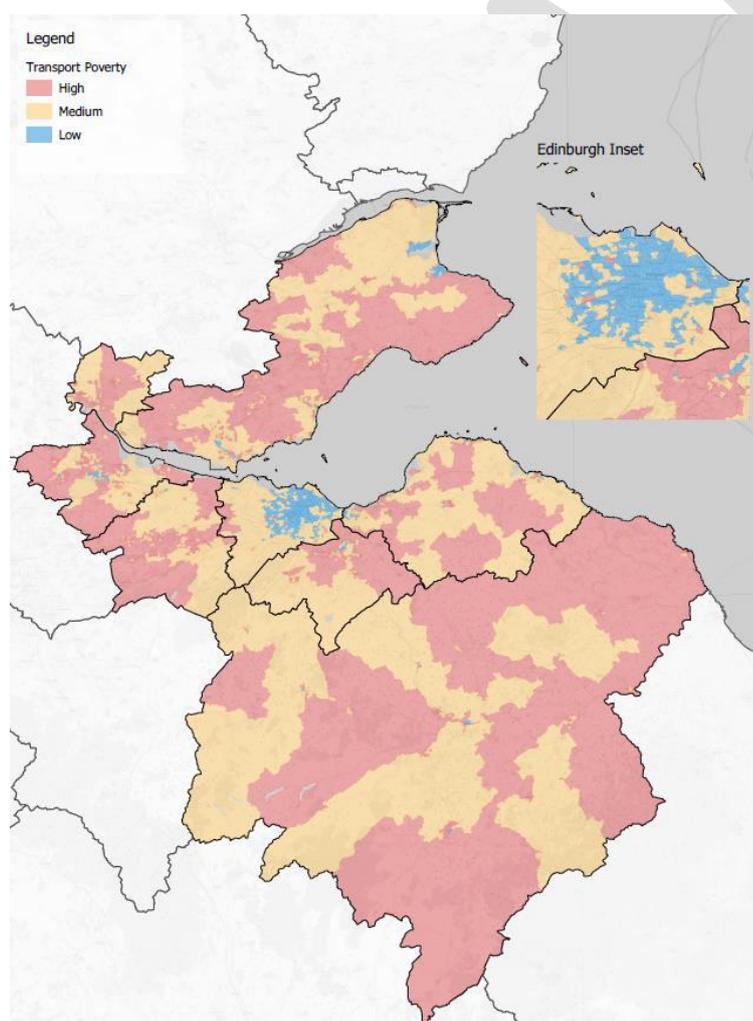
## ANNEX 2

### Transport Background

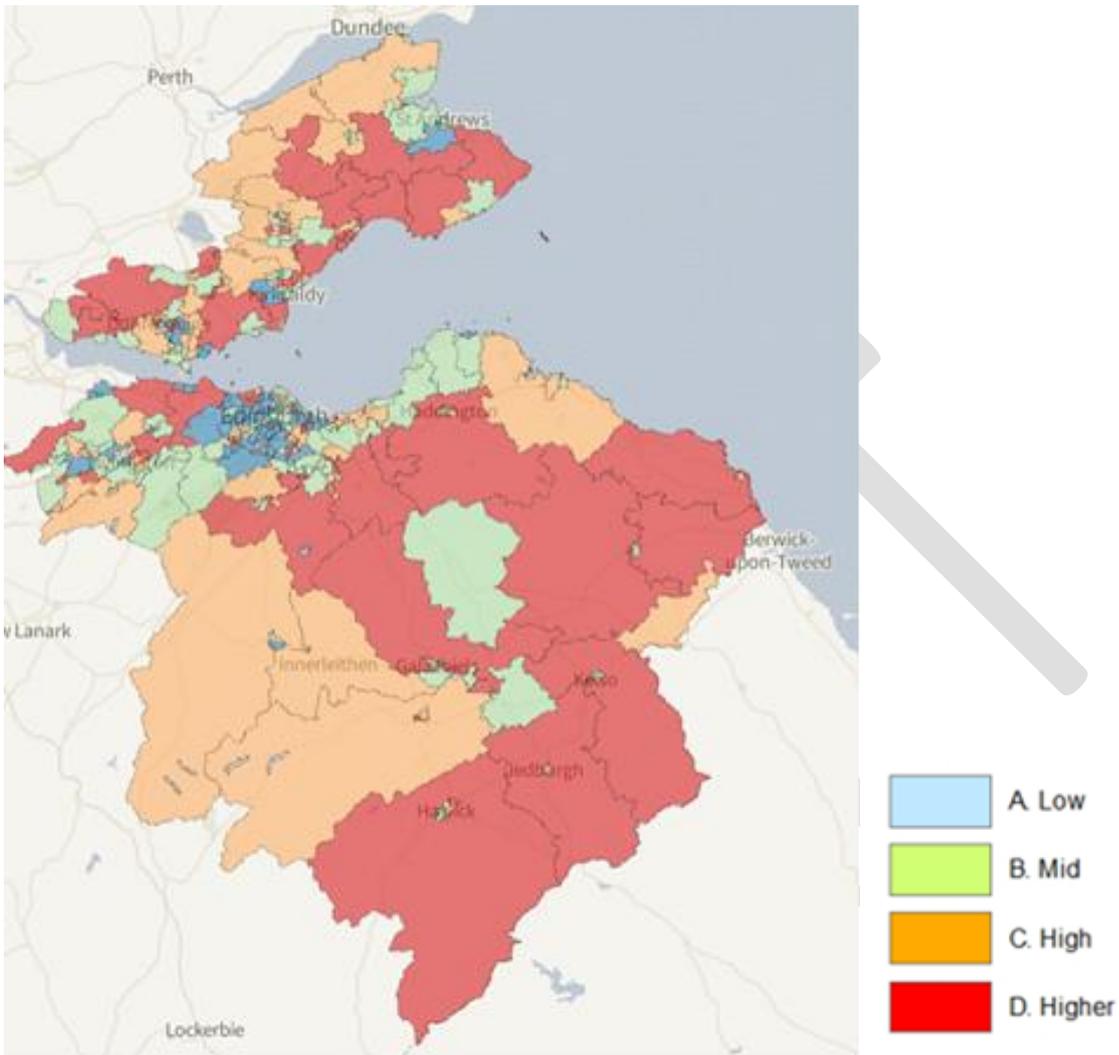
Workforce mobility is a barrier to employability, training and education across the region. It is evident that the transport barrier in Edinburgh & South East Scotland is not solely related to affordability. A number of factors have created a fragmented transport system, such as:

- patronage decline on the bus network since 2010,
- 5% of the population not connected to the public transport system,
- The majority of the City Deal region in medium and high transport poverty (SEStrans RTS Main Issues Report 2020);
- the need for more partnership working within the sector and across transport modes;
- multiple points of travel information,
- a plethora of ticketing structures/subsidies/concessions, and
- the lack of data based route optimisation.

All of these elements have led to multiple barriers that include affordability, accessibility, complexity, integration and declining service provisions. Figure 1 from the SEStran RTS Main Issues Report 2020' highlights the majority of the region being at medium to high risk of transport poverty.



This is reinforced by the Workforce Mobility Deprivation Index that is a blend of 4 SIMD factors affecting citizen access to employment, training and education.



Workforce Mobility Deprivation Index – Scoring Methodology

15% Access Deprived	Income Deprived	Employment Deprived	Education Attainment	WFI / Score
A. None (0%) : 0 Points	A. Under 5%: 1 Point	A. Under 5%: 1 Point	A. Under 5: 4 Points	A. Low / 3 to 5
B. Under 25%: 2 Points	B. 5% to Under 10%: 2 Points	B. 5% to Under 10%: 2 Point	B. 5 to Under 5.5: 3 Points	B. Mid / 6 to 8
C. 25% to Under 50%: 4 Points	C. 10% to Under 15%: 3 Points	C. 10% to Under 15%: 3 Points	C. 5.5 to Under 6: 2 Points	C. High / 9 to 10
D. 50% or More: 6: Points	D. 15% or More: 4 Points	D. 15% or More: 4 Points	D. 6 or Higher: 1 Point	D. Higher / 11 to 18

## Workforce Mobility Deprivation Index – Definitions

Component	Definition	Year
People living in 15% most 'access deprived' areas	Number and percentage of population living in 15% most 'access deprived' areas (data zones) in Scotland. Source: SIMD2020 via ScotPHO profiles	2018/2019
Population income deprived	Number and percentage of total population classified as income deprived within SIMD income domain. Source: SIMD2020 via ScotPHO profiles	2017
Working age population employment deprived	Number and percentage of working age population (16-64 years) classified as employment deprived within SIMD income domain. Source: SIMD2020 via ScotPHO profiles	2017
Educational attainment of school leavers	The score is based on school leavers' highest level of qualification, averaged across all leavers within a data zone. Source: Scottish Government via Statistics.gov.scot	2016/17-2018/19

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## Local Authority Area Summaries

### City of Edinburgh

#### About the region:

Edinburgh, the capital of Scotland, is an international hub for business, tourism, and research. Its rich history, lengthy record of innovation and creativity, iconic architecture, and vibrant culture makes Edinburgh a desirable place to live, work, visit, and study.

Edinburgh has a resilient knowledge-based economy. Productivity is high, averaging over £70,000 per worker (gross value added), unemployment is the lowest of any major UK city (with a Jobseeker's Allowance claimant rate of just 1.9% in December 2019), and gross disposable income is the highest outside of London.

- Key drivers of growth include the city's highly skilled population (over 50% of working-age residents are graduates)
- Edinburgh is an international hub for financial services and technology. The city also benefits from buoyant tourism and a strong higher education sector.
- The city is increasingly focusing on ensuring growth is sustainable and inclusive.

Edinburgh has been an international centre of learning since the renaissance, a financial services hub since the 17th century, and a centre for science and technology since the industrial revolution. Today, Edinburgh combines these long-established capabilities with strengths in modern sectors such as film and contact centres.

#### Key regional characteristics include:

- Edinburgh has a population of 525,000. The city has grown steadily in recent years, with annual net growth of around 1% (5,000 new residents each year).
- In 2019, JLL ranked Edinburgh the 15th top city in the world for talent concentration in its Innovation Geographies index. Edinburgh is a popular destination for international workers. In the 2020 Global Talent Competitiveness Index - a ranking of cities by their ability to grow, attract, and retain talent - Edinburgh ranked second in the UK and 45th worldwide.
- Each August, Edinburgh hosts the world-famous Edinburgh International Festival and Edinburgh Festival Fringe, along with a myriad of other world leading events like 'Edinburgh's Hogmanay'.
- Edinburgh is a hotbed of scientific discovery and technological progress. The city's four universities, two colleges, and other research institutes have world-leading capabilities in disciplines include medical science, animal bioscience, software, electronics, and energy.
- The city has set an ambitious goal of becoming carbon neutral by 2030.

#### Key Sectors include:

- Software & Technology
- Financial Services
- Tourism
- Higher Education
- Film & Television
- Food & Drink
- Contact Centres

## East Lothian

### About the region:

East Lothian is part of the Edinburgh city region and is located to the east of Edinburgh's suburban edge. The area measures approximately 270 square miles in area, and includes 43 miles of coastline. The area currently has a population of around 100,000 people, and by 2035 this is anticipated to grow to 130,000.

East Lothian has a relationship with the wider region, but it offers something different. It has wide variety of high quality built and natural environmental capital and, with countryside and coast, an abundance of leisure tourism opportunities. All this is within easy access of Edinburgh and places East Lothian in high demand as a place to live, learn, invest, work, recreate and to visit. East Lothian has to strategic economic aims and these are to increase the number of business in the area and the number of jobs.

The area also has a number of strategic long term and transformational projects and opportunities, which will be a focus of East Lothian's economic recovery and renewal, including:

- Food & Drink Innovation Hub and Edinburgh Innovation Park - adjacent to Queen Margaret University there are plans to deliver a state of the art food and drink innovation facility being the initial phase of a wider Edinburgh Innovation Park supported by partial funding from City Deal. The Hub and EIP will drive company growth, develop existing and sustainable new businesses to access a global market for healthy and functional food;
- ClimatEvolution Zone, including Blindwells New Town and the redevelopment of the former Cockenzie Power Station site. – there are plans for strategic shared infrastructure and land remediation here to deliver a significant new town with new regional town centre, and to redevelop the former power station site. Taken together, these projects present significant development potential for a wide range of uses and to create a new low carbon destination and attractor, with delivery supported City Deal;
- Torness Nuclear Power Station site - there will be a need to consider the future of this site as the current generating licence extends to 2030, but an extension to this is not ruled out. Key considerations will be decommissioning the site, utilisation of the grid connection, and future land use where deep water harbouring opportunities exist adjacent to the strategic transport network.

Key regional characteristics include:

- One of the fastest rates of population growth in Scotland, and the region;
- the lowest job density in the region, with around 50% of the working age population commuting from the area to work across boundaries;
- significant leakage of expenditure across boundaries, particularly from the west of East Lothian to other nearby areas, impacting town centres and equalities;
- significant investment will be required to overcome the transport, education and other infrastructure constraints, including to address climate change targets and effects;

Key sectors include:

- Tourism
- Small and medium size enterprise
- Farming, fishing and food and drink
- Education, health and bio and life sciences
- Renewables
- Care

## Fife

### About the region:

Fife is home to 373,550 people, and over 10,000 businesses. It makes a significant contribution to the Scottish economy with an annual business turnover of around £12,500 million.

A peninsula set between the Firth of Forth and Firth of Tay its coastal path and award-winning beaches encircle most of the area. It contains a mix of urban and rural areas, from large settlements to significant areas of undeveloped forest and woodland, including the Lomond Hills. Known around the world as the 'home of golf', Fife offers a total of 48 golf courses.

### Key regional characteristics include:

- Scotland's third largest local authority by population size.
- Strong tourism industry worth over £650m annually (2019).
- The average age for residents of Fife is projected to increase significantly over the next decade.

These sectors offer significant opportunities, however, there is also a recognition that Fife, particularly the Mid-Fife area, continues to suffer from long standing socio-economic issues that limit its economic growth:

- Earnings and productivity are lower than the national averages.
- Business start-up rates remain below the Scottish averages.
- There are higher than average rates of youth unemployment and
- Areas of deprivation persist in some parts of Fife (particularly Mid-Fife).

### Key sectors include:

The Fife Economic Strategy 2017 – 27 identifies eight key economic sectors where Fife has a particular strength or that are growing strongly :

- Energy & Renewables
- Manufacturing
- Finance & Business Services
- Tourism
- Food & Drink (including agriculture)
- Health & Social Care
- ICT and
- Construction

## **Midlothian**

### **About the region:**

Midlothian lies in the east-central lowlands, bordering the City of Edinburgh, East Lothian and the Scottish Borders local authority areas. The region covers 354 square miles and has a population of approximately 92,500, and encompasses seven urban centres and is surrounded by rural communities. Midlothian has a range of vibrant outdoor spaces, dedicate sports facilities, cycle routes and country parks which support diverse health, social and economic outcomes.

### **Key regional characteristics include:**

- The fastest growing local authority area in Scotland, with an increase in households of 15% over the past decade
- Midlothian is the 4th most resilient local authority in Scotland
- Approx. 55% of the working age population commuting from the area to work across boundaries;
- Midlothian has some areas in the top 20% of deprivation and child poverty for Midlothian in 18/19 was 23.2%, the latest figure for 19/20 is 23.9%.
- Scottish Government statistics show that 94.5% of school leavers in Midlothian were in 'positive destinations' during 2019/20.
- Committed to reducing carbon emissions in Midlothian to net zero by 2030

The vision for economic growth is for Midlothian to be a recognised area in which to live, work, visit and do business with an economy that is sustainable, inclusive and ambitious.

### **Key sectors include:**

- Life Sciences - The internationally recognised Midlothian Science Zone is a world-leading centre for research in animal science and food security, and is the largest concentration of animal related expertise in Europe.
- Data Driven Innovation - Midlothian and the University of Edinburgh have invested heavily in DDI and our Newbattle Digital Centre for Excellence prepares young people with the data and digital skills for the future world of work, fostering digital inclusion and enabling young people to engage in a wider programme around data skills.

Midlothian's Economic Priorities are to integrate the region with the regional economy and promote the region internationally

- To improve the skills landscape
- To increase economic participation
- To build on the success of our key sectors
- To improve the vibrancy of our town centres and make them more environmentally friendly
- To accelerate growth through infrastructure upgrades and reduce carbon emissions

## **Scottish Borders**

### **About the region:**

The Scottish Borders geographically is one and half times that of the rest of the other local authority areas which form the City Region. The region is 1,827 square miles and has a population of 115,270.

However, much more than simply size it is the combination of characteristics across the Scottish Borders, which give it its distinctiveness particularly when assessed against the rest of the ESES region.

### **Key regional characteristics include:**

- rurality and geographic scale
- significant natural capital
- Strong agriculturally offering (farm to fork)
- Culture, history and sport create a strong tourist market and the hospitality sector, with significant capacity for growth
- Significant Net-Zero potential with a commitment to reducing carbon emissions to net zero by 2045
- Resilient communities with strong local identities
- Borders and partnership working with Dumfries & Galloway and the north England counties of Cumbria and Northumberland.
- Strong educational attainment and progression into positive pathways as highlighted with Borders College.

### **Key sectors include:**

- Manufacturing
- Wholesale and Retail
- Construction
- Agriculture

### **Scottish Borders Economic Strategy 2013 – 2023 - Vision for the economy:**

- Creating the conditions for businesses to compete - reflecting our entrepreneurial strength and the need to create the conditions for businesses to grow, and/ or to attract entrepreneurial people;
- Building on our assets - attracting and retaining people and growing businesses will be helped by what the Scottish Borders as a place has to offer and by our ability to maximise our assets;
- Developing the workforce of the future - fundamental to future prosperity and competitiveness is the supply of, and demand for, a skilled workforce. As there are fewer jobs available here than residents in work, people are travelling outside the area for work and this means economic performance is lower;
- Providing leadership - essential for successful economic development to be achieved, leadership will also help deliver other policy and organisational priorities too – around education, health, and the public good.

## West Lothian

### About the region:

The area is strategically located between Edinburgh and Glasgow at the hub of the wealth creating, central Scotland metropolitan region, identified as key to Scotland's future economic growth.

West Lothian has actively managed and facilitated change over many decades. It has moved on from its industrial past and built on its post-industrial legacy to re-emerge as a progressive and diverse place for people to live and work.

West Lothian is strategically located in the Central Belt of Scotland and is well served by a number of motorways and trunk roads and it has direct rail links from twelve rail stations to Edinburgh, Stirling, Glasgow and beyond. West Lothian's central location and excellent business and labour market connections make the area an important economic hub.

The area's business base includes both SMES and multinationals with global connections and reputations. Over the last decade it has become clear that global and technological change is a constant, and West Lothian has successfully demonstrated its capacity to respond to challenges and reinvent itself as a business location.

Over the last five years, West Lothian has seen increasing levels of school leavers achieving a positive destination:

- 93% of school leavers entered a positive destination in 2019/20 comparable to the Scottish national average.
- Progression into higher education at 43% is at its highest level in ten years.
- A quarter of leavers have gone into further education (26%) and around 19% of young people entered employment.

Effective working with Skills Development Scotland, local further education and training providers and other Community Planning Partners has improved support and opportunities available to young people in the region.

Key regional characteristics include:

- West Lothian has a population of about 183,100
- One of the youngest and second fastest growing in Scotland (with an average age of 41 compared with 42 across Scotland)
- Levels of employment and economic activity remain high in West Lothian
- 77% of West Lothian's working age population are economically active
- There are 78,000 jobs based in West Lothian
- Some 4,700 businesses are known to be operating in West Lothian
- At 5.5%, unemployment in West Lothian remains lower than the 6.0% rate of Scotland.

Key sectors include:

- Biotech & life sciences,
- Logistics & distribution,
- Electronics & software,
- Engineering,
- Construction,
- Food and drink manufacture,
- Retail and creative industries.

## Consultation Process

This Framework has been shaped by an extensive consultation process, during which the officers listened and acted upon comments and suggestions from organisations and members of the public from across the region. Listed below is a snapshot of the key activities which have shaped this framework.

- A draft version of the framework was produced by officers from across the six local authorities and partners including Scottish Enterprise.
- This version was communicated out to the Elected Members Oversight Committee (EMOC), as well as Directors from across the local authorities for feedback and approval to proceed to public consultation.
- Colleagues at Edinburgh Council supported the RPF by hosting the framework on the consultation hub, which was set to run for a period of six weeks.
- Towards the end of the six weeks, the team also facilitated two online discussions on a virtual platform, designed to engage with members of the public to assess the priorities identified within the framework.
- As the public consultation ended, feedback was received in three formats:
  - Feedback on the consultation hub;
  - Feedback from the two hosted discussions and the participants' responses; and
  - Email feedback, largely from organisations (e.g. Scottish Government).
- The team then analysed these responses, aggregating them into the appropriate themes (e.g. transport, environment etc.) which were then considered in full.
- Each theme was considered against the draft framework to revise the content within to reflect the views communicated with the team.
- These views are now reflected within this version of the framework, which has been issued through the necessary governance cycles.




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## Expression of Interest for Borderlands City of Culture 2025

### Report by Service Director Customer & Communities

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## SCOTTISH BORDERS COUNCIL

**26 August 2021**

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### 1 PURPOSE AND SUMMARY

- 1.1 **The purpose of this report is to seek Council's endorsement of a City of Culture 2025 Expression of Interest to the UK Government for the Borderlands area. To comply with bid timescales, an EOI has been submitted by SOSE on behalf of the Borderlands' five partner Local Authorities. Council's endorsement of the EOI is sought and the outcome should be known by early September. If successful considerable work will be required by officials to take a bid to the next stage by January 2022. A Council member governance structure is proposed to oversee and support the work if required from a Scottish Borders' perspective.**
- 1.2 The UK City of Culture is a UK Government programme. It is administered as a competition by the Department of Digital, Culture, Media, and Sports (DCMS). The competition has been run every four years and the current one is for the UK City of Culture 2025. For the first time, the competition is open to areas and places joining together to apply for the title to be awarded to their local area. There are three stages to the competition with the first one being the submission of an expression of interest with a decision made on a 'long list' of six in early September.
- 1.3 At the end of June 2021, South of Scotland Enterprise (SOSE) identified the opportunity to submit a South of Scotland expression of interest for the City of Culture 2025 with the deadline for applications being 19 July 2021. Following deliberations it was considered the most effective approach was to submit a bid for the Borderlands area. This led to an expression of interest being submitted by SOSE on behalf of the five Local Authority areas of Dumfries and Galloway, Scottish Borders, Carlisle City, Cumbria, and Northumberland who make up the Borderlands Partnership.
- 1.4 The bid is aligned to the theme of a Just Transition to Net Zero. By using the Borderlands region's heritage, culture and creativity, the bid will aim to create opportunities for future development and hopefully bring investment into the region. The UK Government is providing £40,000 to each bid that makes the 'long list' of six applicants for the next stage of the competition. It is considered that more resources are likely to be required in addition to this award to develop an exciting and innovative plan of cultural activities for the year that will be a key feature in the longer application required for the next stage.

## **2 RECOMMENDATION**

### **2.1 It is recommended that Council:**

- a) Endorses the Expression of Interest for the Borderlands to be UK City of Culture 2025 (as described in section 4) that was submitted to the UK Government by SOSE on behalf of the five local authority areas of Dumfries and Galloway, Scottish Borders, Carlisle City, Cumbria and Northumberland which make up the Borderlands Partnership; and**
  
- b) Agrees that the following members:**
  - Councillor Shona Haslam;**
  - Councillor Mark Rowley;**
  - Councillor Simon Mountford;**
  - Councillor Carol Hamilton;**
  - Councillor Stuart Bell;**
  - Councillor Euan Robson; and**
  - Councillor Euan Jardine****as outlined in paragraph 4.6 oversee, advise, and support any further work involving the Council in the Borderlands bid for the UK City of Culture 2025**

### **3 BACKGROUND**

- 3.1 The UK Government's City of Culture is a UK-wide programme and takes the form of a competition administered by the Department of Digital, Culture, Media and Sports (DCMS). Derry/Londonderry was the inaugural UK City of Culture 2013 and the competition has been run every four years since, with Coventry as the UK City of Culture 2021.
- 3.2 It is apparent from cities that have entered the competition, even those that have not been successful in getting through the various stage in the competition such as Paisley and Dundee, have gained a lot in terms of national and internal promotion and profile, and from investments in culture, tourism and wider economic development.
- 3.3 The current competition is for the UK City of Culture 2025. For the first time, the competition is open to areas and places joining together to apply for the title to be awarded to their local area.
- 3.4 The first stage in the competition was an expression of interest to be submitted by the 19 July 2021. Six applicants will be identified for the second stage which will involve the development of a longer application and an award of £40,000 to support this work. The announcement of this 'long list' is early September 2021 and they will be asked to submit the application in January 2022. Once this is submitted a third stage will involve three shortlisted places being visited in March/April 2022 by an expert advisory panel and invited to present its plan. The panel will then submit its recommendation for the winner of UK City of Culture 2025 to DCMS Ministers and the Secretary of State for DCMS will make the final decision in May 2022.

### **4 SUBMISSION OF EXPRESSION OF INTEREST**

- 4.1 At the end of June 2021 the South of Scotland Enterprise Agency (SOSE) identified the opportunity to make an expression of interest for the City of Culture 2025 with the deadline for applications being 19 July 2021. Following deliberations it was considered the most effective approach to submit a bid for the Borderlands area. This led to an expression of interest being submitted by SOSE on behalf of the five local authority areas of Dumfries and Galloway, Scottish Borders, Carlisle City, Cumbria and Northumberland who make up the Borderlands Partnership. The expression of interest involved the completion of an application form with a limited word count per question. A letter of support to accompany the expression of interest was submitted by each of the five Councils. There have also been letters of support for the bid from a range of other organisations across the Borderlands area.
- 4.2 The main theme of the Expression of Interest is a [Just Transition to Net Zero](#) and tackling of climate change and promoting bio-diversity. The Borderlands is a large rural area the size of Wales with a range of strong, vibrant and diverse towns, villages and communities which will make a major contribution to meeting this challenge. The transition to net zero was recognised as a major strategic theme in the Borderlands Inclusive Growth Deal.
- 4.3 The Borderlands City of Culture 2025 bid aims to contribute to a positive transformational cultural, economically and socially inclusive and environmental shift across the Borderlands area by celebrating the region's

heritage, culture and creativity, helping recovery from the COVID-19 pandemic, and ultimately bringing investment into its places and communities. It seeks to maximise the full potential of the region's rich natural capital, historic, scientific and cultural assets. These are under recognised nationally and internationally. It is hoped that the bid will lead to the development of a range of innovative and creative proposals based on the border connections and flows within the Borderlands area.

- 4.4 The Expression of Interest promotes the Borderlands as the right place for the City of Culture in 2025 because of its wealth of natural capital that have crafted its cultural identities and are integral to the area's economic and social development. It has talented people who contribute to, and are involved in developing and promoting its rich cultural heritage, and organising programmes of outstanding creative activities. It is also considered to be the right time for making the bid with COP26 coming to Glasgow in November 2021 as the world looks for leadership to deal with the twin issues of biodiversity loss and climate change, and the UK and Scottish Governments are committed to Net Zero.
- 4.5 The UK Government is providing £40,000 to each bid that makes it to the next stage 'long list' of six applicants of the competition. This is to be used to develop the application with a cultural programme of activities for the year together with the economic, social and environmental outcomes that will be achieved by the plan. There will likely be a need to provide more resources on top of this £40,000 award to ensure that an exciting and innovative application is completed.
- 4.6 It is considered that the Council Members of the Borderlands Members Reference Group and the South of Scotland Regional Economic Partnership i.e. Councillor Shona Haslam; Councillor Mark Rowley; Councillor Simon Mountford; Councillor Carol Hamilton; Councillor Stuart Bell and Councillor Euan Robson together with Councillor Euan Jardine the Executive portfolio holder for Well-Being, Sport and Culture oversee, advise, and support any further work involving the Council in the Borderlands bid for the UK City of Culture 2025.

## **5 IMPLICATIONS**

### **5.1 Financial**

Additional financial resources from the Council are likely to be required to support the Borderlands City of Culture 2025 bid if the expression of interest is successful. These resource needs will be outlined in a further report to the Council on the subject, depending on the outcome of the bid.

### **5.2 Risk and Mitigations**

- a) The Borderlands City of Culture 2025 bid has the potential to make a significant contribution to the economic, social, cultural and environmental well-being of the Scottish Borders, and to assist the area in its transition to net carbon.
- b) There is reputational risk for the Council in not strongly supporting the Borderlands City of Culture 2025 bid. Scottish Borders Council has played a key role in the Borderlands Partnership and in supporting the work of the South of Scotland Enterprise Agency.

### **5.3 Integrated Impact Assessment**

Inclusive Growth and equality matters will be at the heart of the development of the Borderlands City of Culture 2025 bid.

**5.4 Sustainable Development Goals (SDGs)**

The Borderlands City of Culture 2025 bid has a major focus on sustainable economic growth linked to the SDG.

**5.5 Climate Change**

The Borderlands City of Culture 2025 bid is predicated on a zero carbon approach and is expected to have positive implications for reducing carbon emissions.

**5.6 Rural Proofing**

The Borderlands City of Culture 2025 bid is aimed at reaching out to both urban and rural communities across the region.

**5.7 Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

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

There will be no changes required to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals set out in this report.

**6 CONSULTATION**

6.1 The Executive Director Finance & Regulatory, Chief Legal Officer (and Monitoring Officer), Service Director HR & Communications, Clerk to the Council, and Communications Team have been consulted and comments received have been incorporated into the final report.

6.2 The Corporate Management Team has been consulted and comments received have been incorporated into the final report.

**Approved by**

**Jenni Craig**

**Service Director, Customer & Communities**

**Signature .....**

**Author(s)**

Douglas Scott	Senior Policy Adviser
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**Background Papers:** None

**Previous Minute Reference:** None

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

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## PLACE MAKING – NEXT STEPS

### Report by Service Director Customer & Communities

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## SCOTTISH BORDERS COUNCIL

26 AUGUST 2021

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### 1 PURPOSE AND SUMMARY

1.1 **This report provides an update on progress in implementing the recommendations of the Place Making report considered at the Council meeting in February 2021. It proposes a framework – based on initial engagement with Area Partnerships and partner organisations – for transforming joint working with Communities across the Borders.**

1.2 Our experience of joint working with Partners and Community Resilience Teams during the pandemic showed how small but significant interventions could come together to improve people’s lives.

1.3 The proposals set out in this report aim to build upon that experience, and the lessons learned, to transform the working relationship between the Council and the communities it serves.

1.4 The proposals also build on the *Place Principle* agreed between CoSLA and the Scottish Government, in particular:

***A more joined-up, collaborative and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.<sup>1</sup>***

1.5 The aim of the proposals set out in this report is to make the Place Principle a reality for people in our communities and provide a baseline for how we recognise and value the importance of place in the way decisions are made. It provides a challenge to the assumptions that are made about places without community participation. It does this by asking for answers to straightforward questions before decisions are taken about what to do and what to stop doing.

1.6 In February this year, Council agreed outline proposals for a phased approach to place making community engagement. This report sets out progress from the first, preparation and planning, phase and makes

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<sup>1</sup> CoSLA Place Principle February 2019

proposals for the next phase based on engagement with, and feedback from, Area Partnerships and Community Planning Partners.

## **2 RECOMMENDATIONS**

### **2.1 I recommend that Council:-**

- (a) Note progress since February Council and the feedback from Area Partnerships summarised at Section 4 and detailed in Appendices 1 to 5.**
- (b) Endorse the proposed draft joint principles set out in Section 5 for discussion and refinement with Area Partnerships and Partners.**
- (c) Endorse the proposed Framework set out in Section 6.**
- (d) Endorse the proposed draft criteria set out in Section 7 for prioritising community-based place making activity and the associated proposed communities identified through Table 4, again, for discussion and refinement with Area Partnerships and Partners.**
- (e) Support proposals in Section 8 on how SBC resource will be deployed to support this work in a way that supports and complements partnership and community resources.**
- (f) Agree how Service Redesign activity, as agreed at the Council meeting in June 2021, will form part of the proposed Place Making arrangements as set out in Section 9 of the report.**
- (g) Agree the next steps and outline action plan set out in Section 10.**

### 3 BACKGROUND & CONTEXT

#### Place Context

- 3.1 Place is significant in our lives. It has shaped who we are, frames what we have become and nurtures our aspirations. It is where we find the people and communities that are important to our sense of self and belonging. Having a real say in what happens to our place empowers who we are and who we can be.
- 3.2 The response to the Covid-19 pandemic has highlighted the importance of local community resilience and the potential of local places to act effectively and collaboratively in both identifying and addressing local needs as well as supporting our fundamental wellbeing.
- 3.3 Making change happen at scale is complicated and difficult. However, focussing in on a specific place, its communities and partners, provides a more manageable setting to engage and take effective action.
- 3.4 Place-based approaches simply provide a practical mechanism to ensure that:
- a) changes made in a place are relevant to that place;
  - b) change benefits all the people in a place.
- 3.5 The proposals set out in this report aim to build upon the experience and lessons learned from joint working over the pandemic and to transform the relationship between the Council and the communities it serves.
- 3.6 The proposed framework also builds on the *Place Principle* agreed between CoSLA and the Scottish Government, in particular:
- A more joined-up, collaborative and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.<sup>2</sup>*
- 3.7 The aim of the proposals set out in this report is to make the Place Principle a reality for people in our communities and provide a baseline for how we recognise and value the importance of place in the way decisions are made. It provides a challenge to the assumptions that are made about communities without their participation. It does this by asking for answers to straightforward questions before decisions are taken on what to do, and what to stop doing.
- 3.8 At a Scottish and UK level, the policy context for Place is strengthening. *Place*, together with *inclusive growth* and *net zero transition* are at the core of investment decision making and funding programmes. The *Levelling-Up Fund*, *Community Ownership Funds* and *Place Based Investment Programme* as well as the future *Shared Prosperity Fund* all have Place as a core component. At a regional level too, Place is a critical element of the South of Scotland Economic Strategy, an explicit component of the

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<sup>2</sup> CoSLA Place Principle February 2019

Borderlands Inclusive Growth Deal and the future direction of health and social care.

- 3.9 The timescales associated with these programmes will not be consistent with a uniform roll out of place-making across the Scottish Borders. A pragmatic approach is needed which recognises this and makes the most of available opportunities balanced with the continuing financial constraints experienced by both the Council and its partners. This will mean a prioritised and focussed approach to ensure that finite capacity and resources are used to best effect.
- 3.10 Locally, as well as building on the positive experience and lessons learned from joint working during the pandemic, the proposed framework builds on our Fit for 2024 ambitions for enhanced community engagement and participation, our commitment to community planning and our moves to strengthen the role of Area Partnerships.
- 3.11 The framework also seeks to recognise and build on existing community-led, collaborative plans and initiatives.
- 3.12 Initial outline and phased proposals for Place Making Engagement were agreed by the February Council and discussed at Area Partnerships in March this year. This report sets out progress from the first, preparation and planning, phase and makes proposals for the next phase based on engagement with and feedback from Area Partnerships and Community Planning Partners.

## **4 FEEDBACK FROM AREA PARTNERSHIPS**

- 4.1 Over Summer, each Area Partnership was engaged in an open, facilitated discussion by Scottish Futures Trust to identify key issues, learning from Covid and success criteria to inform a successful approach to working with communities to agree priorities. In addition to Area Partnership conversations, there were discussions with key partners, regional stakeholders and council officers to shape-up the approach. Appendices 1 - 5 contain an authentic capture of Area Partnership discussion, using the words and insights shared by people in the conversations.

### **Themes**

- 4.2 Across the conversations, a number of themes emerged around why a more joined-up and more co-produced approach to prioritising shared action is necessary:
- a) *Retain and attract population* - Creating more chances for young people to choose to live well locally, equitably, with progression and creating a place which attracts more people and businesses to locate, grow, invest and work in the Borders communities
  - b) *Diversify population* - Creating more experiences, infrastructures, connectivity and housing to support different life choices, for different age groups, individuals, groups and communities to strengthen the population of existing Borders places.

- c) *Recognise diversity* - Work with the differences in scale, character, rurality and function of the different places across the Borders and validate the skills and contributions of young people and the capacities of community and voluntary sector in shaping the life and resilience of local places by supporting this participation with relevant opportunities, support and infrastructures
- d) *Tackle inequalities* - Address existing in places and communities of interest, new vulnerabilities and hidden harm created by Covid and target action to address the underlying issues and support in shaping change
- e) *Strengthen support* - Build on successful resilience partnerships, scaling up the sharing of responsibilities and interventions between communities and partners around local priorities.
- f) *Reshape wellbeing* - Build on the commitment to a human rights approach to health and social care, and position wellbeing as a central ambition of all investment in all places to create more joined-up, more local, more resilient care.
- g) *Grow voice and choice* - Build more opportunities and more spaces for more people to contribute to shaping local agendas, supported by different relationships, technology and infrastructure choices.
- h) *Empower community* - Make it easier for communities to take ownership of resources, information, assets and services to lead change at local level, with simpler, clearer and more transparent feedback loops to enable communities to see how inputs at local level are driving strategic change.
- i) *Intergenerational connection* - Create more opportunities more often in more places to connect across generations, addressing shared interests and capabilities and tackling shared issues of loneliness, isolation and wellbeing.
- j) *Green futures* - Capitalise on the beauty and diversity of the landscape, technology and learning from new ways of working to accelerate net zero transition and climate conscious behaviours and, more widely, to support the development of sustainable behaviours.

## **Priorities**

4.3 A key learning to emerge across the conversations is around the process of shaping and delivering on priorities. Priorities for shared action, based on the engagement, will include consideration of:

- a) Overarching priorities, including climate change and net zero transition, equity and social renewal which cut across all communities and partners in all places.

- b) Established critical priorities, including agreements and policies that have already secured community, partner and Council support driving sustained action and investment.
  - c) Place specific priorities based on local need, capabilities and ambition to shape relevant local choices to live well locally.
  - d) Emerging priorities, including strategic changes to policy, service, investment and business transformation at national, regional and local level.
- 4.4 The key issue identified, across these different levels, is transparency and clear narrative and process for shaping and agreeing the balance of priorities.
- 4.5 Recognising that different communities have different needs, capacities, vulnerabilities and pressures, the engagement pointed to different focus areas for shared action by the Council and its partners in terms of:
- a) Support – Early stage facilitation and capacity building to identify local needs, ambitions and priorities, building local capacity and connecting opportunities for early wins
  - b) Intervention – Implementation advice and support for communities who have co-produced a clear narrative for change, and a programme for action
  - c) Collaboration – Alignment of stakeholder initiatives, policies, change plans and investments around agreed, critical and emerging needs
  - d) Simplification – Process simplification and simplification of access to joined up, relevant local and strategic information using online, locality and central resources

## **5 PROPOSED JOINT PRINCIPLES**

- 5.1 A series of proposed joint principles are set out below to guide place-making activity. These include the following principles which emerged through the engagements:
- a) Capture and use learning from Covid
  - b) Align services, plans and action with local needs and priorities
  - c) Simplify processes to make it easier for people and partners to access information and shape decisions
  - d) Work with and support communities at the earliest opportunities and create genuine partnership approaches
  - e) Accelerate action
  - f) Support and strengthen informal networks and early intervention
  - g) Use a mix of Wellbeing, Economy and Borders relevant measures which focus on shared impact and support partners on the use and analysis of data.
- 5.2 In addition to the above it is proposed to add:

- a) Community Action Plans or Place Plans (see section 6 below) should be community-led and based on Community Council boundaries or combination of Community Council boundaries.
- b) Inclusivity - not just the loudest voices – place making, plans and projects need to evidence inclusive engagement and support.
- c) Equity – Our approach should be equitable across Localities, rural and urban communities.
- d) Locality Plans – at an Area Partnership level, there should be a single Locality Plan for each Locality which should be led and owned by Area Partnerships and which should be built on Community Plans as well as reflecting the wider strategic priorities at both regional and national levels.
- e) Mutual trust, respect and transparency and an understanding of each other’s remits, capacities and constraints.
- f) Mutually agreed priorities, plans and actions.

## **6. PROPOSED TARGET PLACE MAKING FRAMEWORK**

- 6.1 This section sets out a proposed framework for place-making and is based on emerging work by the Scottish Futures Trust. It supports of the national Place-Based Investment Framework which provides a consistent means of identifying and prioritising local *action*, aligning resources and putting arrangements in place to ensure success.
- 6.2 The proposed framework is based on a series of 11 questions supporting 3 key components or outputs:
- a) A Place Narrative – an authentic common narrative
  - b) Place Actions – a shared action plan
  - c) Place Oversight – a meaningful oversight structure

These questions (see tables 1 – 3 below) are designed to understand the fundamental nature of a place, the reasons why it needs to change, what its future should be, how separate activities will dovetail into an overall programme for change and how collective leadership will be realised and sustained.

- 6.3 In effect, the framework sets out the likely foundation information requirements needed by funders to support projects. It is recognised that some programmes will have more rigorous requirements – i.e. the Borderlands programme sets out specific requirements for not only place plans but also supporting business cases following the Treasury Green Book process.

### **Place Narrative**

- 6.4 Many communities have already been the subject of a variety of different exercises designed to derive local plans. A lot of information and documentation already exists and there are already a number of different organisations, tools and techniques to support this kind of work. The purpose of the Framework is not to prescribe what the scope of a place narrative should be, nor undermine local action or accountability. Instead,

the Framework sets out consistency around the questions to be addressed in all places by all partners. How the questions are addressed, what content and methods are used is a local decision drawing on local contexts. It is likely that some communities may already have plans that fit with the framework.

6.5 The key questions to drive the Place Narrative are set out in Table.1 below.

**Table 1: Place Narrative Questions**

<b>1. Why is change needed?</b>
a) <i>What kind of place is this?</i> The current lived experience of a place. How a place sees itself– its issues, challenges, and opportunities.
b) <i>Why does it need to change?</i> What is most important to that place and why. Their priorities and the different outcomes that are necessary.
c) <i>What should the future be?</i> A different scenario for that place. Their hopes and aspirations, and their key criteria for success.
<b>2. Where do things need to change?</b>
a) <i>What are the defining features?</i> The key physical aspects of a place. How the built and natural environment shape local possibilities.
b) <i>Where are the greatest needs?</i> Locate those areas and communities with the greatest inequality that need support, resources and investment.
c) <i>How are assets used?</i> The range of assets in a place and the services they provide to their communities.
<b>3. What changes will make a difference?</b>
a) <i>What is currently going on?</i> The range of current activities underway across communities and their connections.
b) <i>What is currently planned?</i> The pipeline of current commitments and the changes under active consideration across stakeholders.
c) <i>What needs to happen?</i> Highlight what is missing and target the gaps that need to be filled, their order of doing, and who needs to take ownership.

## Place Actions

6.6 The Place Actions set out the programme delivery – i.e. a *Purpose* confirming the programme objectives, a *Plan* with a clear route map for how to make things happen and an accountable programme *Structure* to oversee the process. The output is a clear way forward which answer some practical questions, and informs:

- a) Which relevant national and local policy *priorities* support a compelling case for change and resourcing
- b) How proposed actions fit together within wider system change *programmes*
- c) A coherent and credible pathway to *delivery*

6.7 The key Place Action questions are set out in Table 2 below.

**Table 2: Place Action Questions**

<b>1. Purpose: What are our objectives?</b>
a) <i>What are the key outcomes?</i> The specific objectives that individual and collective investments will deliver.
b) <i>How will we measure success?</i> A clear articulation of the observable, reported, or quantifiable impact expected.
<b>2. Plan: How are we going to do this?</b>
a) <i>What's the route map?</i> What needs to happen, when and by whom.
b) <i>What resources do we need?</i> The inputs required – people, funding, assets, support – to deliver the plan.
<b>3. Structure: How do we organise ourselves?</b>
a) <i>What's the right programme structure?</i> Sustaining collective leadership accountability, and participation.

## Place Oversight

- 6.8 In order to give common purpose to local, regional, national, public, private, community and third sector partners, and to deliver a programme of varied activities over a long period, there needs to be the equivalent of a local programme board.
- 6.9 For this local oversight to be meaningful and effective it needs to create the governance framework necessary to provide:
- an Authorising Environment which has the support and trust of partners and the terms of reference to make appropriate decisions on their behalf;
  - a Stakeholder Engagement process which is transparent, well managed, and offers meaningful, empowered opportunities to influence decisions;
  - Policy Assurance that what is being done is for the right reasons and in the right way with the right outcomes.

6.10 The key questions to drive Place Oversight are set out in Table 3 below:

**Table 3: Place Oversight Questions**

<b>1. Focus</b>
<i>What are our agreed shared <b>principles</b>?</i> The core criteria for what we do and how we work together.
<b>2. Approach</b>
<i>How will we provide <b>assurance</b>?</i> A governance and operational framework that partners, stakeholders and funders can endorse.
<b>3. Change</b>
<i>What are our priorities for change?</i> A clear statement of what is most important, why that is, and how choices will be made.
<b>4. Propositions</b>
<i>How will we gain <b>approvals</b>?</i> Respecting and ensuring that the requirements of partners are being met, individually and collectively.
<b>5. Impact</b>
<i>What are our means of <b>evaluation</b>?</i> Learning from the changes we deliver and their impact on the ground.

**Fig. 1: Overview of the Framework in Community Planning Context**



6.11 As per the February Council report, at a Locality level, it is proposed that the Area Partnership will form the locality programme board and have ownership and oversight of the Locality Plan and the prioritisation and

delivery of place making activity and action. A terms of reference for this role will be drafted for the Area Partnerships for agreement. Figure 1 above shows an overview of how the proposed framework sits within the wider context of the Community Planning arrangements and the iterative relationship between each.

## **7. IDENTIFYING STARTER COMMUNITIES**

- 7.1 The aspiration is that every place and community will be encouraged to develop its own vision and plan for the future. Realising and sustaining this ambition requires a long-term programme with timescales measured in years rather than months. This report is intended to be a step in developing that programme and recognises that we can't cover all communities at once. We need to focus collective resources to make practical progress now and build on existing related activity across the localities while we develop and agree a longer-term programme of work. To assist this work the Council is putting additional resources in place in each local area partnership (see Section 8 below) that, together with partner organisations, will:
- a) Support Communities with Place Plans. This includes communities that already have Local Place Plans/Community Action Plans in place and in line with the framework set out in Section 6 above and that have related projects ready to progress
  - b) Assist and Support Funding-Ready Projects - Deliverable projects that have clear support from communities, and which meet the eligibility criteria for live or anticipated place-based funding programmes (e.g. Levelling-Up Funds, Community Ownership Fund, Place Based Investment Funding)
  - c) Support rural and disadvantaged communities with their development aspirations. Many of these communities have very limited capacity
  - d) Assist Council Service Redesign with communities – In line with the June Council report on Service Redesign, those Communities that are ready to begin engagement over the future shape of services in their community
- 7.2 In addition, there will be a need for the Council to become more involved in supporting place- and community- based regeneration. The limitations in its financial, staff and other resources means that the Council must prioritise places and communities for this support.
- 7.3 In terms of prioritising place the focus of Scottish Borders Council's work has been on the town centres of the larger towns in the Scottish Borders. This is because town centres are at the heart of communities, generate income and spend in their local economies, and help to make their towns, distinctive and special for both residents and visitors. To provide an objective basis for prioritising public sector interventions and investments in town centres the Council's Executive Committee agreed at its meeting on 4 October 2016 to adopt a new Towns Centre Resilience Index.
- 7.4 The Index provides a snapshot of the relative socio-economic health of each town based on a range of regularly collected statistics. This Index has been highly regarded by both officials in the Scottish and UK Government's as a way of prioritising towns and town centres for regeneration and has been

the basis for thinking objectively on the prioritisation of places within Borderlands Inclusive Growth Deal's place programme. This programme with its limited resources is to initially prioritise Jedburgh, Hawick, Eyemouth and Galashiels for investment through the development of Place Plans.

- 7.5 It is recognised that there is scope to further develop a second Index to measure the economic and social health of small settlements in the Scottish Borders. It is planned to undertake this work over the coming months. This would include settlements such as Duns, Coldstream, Chirnside, Reston, Lauder, Earliston, St Boswells, Newtown St Boswells, Newcastleton, Walkerburn, Innerleithen and West Linton. The major challenge will be the identification of meaningful statistics for these settlements.
- 7.6 Apart from this focus on regeneration, the Council will continue to support places and communities in managing the pressures of economic and demographic growth. The main places which are seeing this impact are Tweedbank (the Borders Railway and investments being made in industry and housing through the Edinburgh and South East Scotland City Region Deal, Tweeddale (through visitor and new investments associated particularly with mountain biking and outdoor recreation), Reston (the new railway station and development pressure arising from this) and Newtown St Boswells (the planned expansion of this settlement).
- 7.7 The above suggest 5 criteria that could be used to shortlist an initial set of communities – across the 5 Localities – where finite resources could be focussed on initial place making activity:
- a) Town Centre Index – (see 7.3 and 7.5 above) and the communities identified from this as the initial focus for Borderlands
  - b) Existing Local Place Plans – (see 7.1a above) the plans identified in table 4 below were identified from the 5 current Locality Plans and will need to demonstrate fit with the framework set out in 6 above.
  - c) Funding-Ready Projects – (see 7.1b above) Those projects which can demonstrate community support and which fit the timescales and eligible criteria of live or imminent funding programmes
  - d) Economic & Demographic Growth – (see 7.6 above) communities within or neighbouring areas of economic growth
  - e) Capital Investment – communities where there are significant capital investments such as investments in the Learning Estate, Flood Protection, Infrastructure, Conservations Schemes as well as private sector investments.
- 7.8 Table 4 below uses these criteria to suggest 10 communities across the 5 localities where finite resources can be prioritised. This recognises the existing commitment to those communities initially identified as part of the Borderlands Inclusive Growth Deal (see 7.4) and aims to take an approach that includes all 5 localities.

**Table 4: Potential Shortlist Communities for initial place making activity**

Locality	Community	Town Centre Index	Existing Local Place Plans*	Funding-Ready Projects**	Economic & Demographic Growth	Capital Investment	Shortlist
Berwickshire	Abbey St Bathans, Bonkyl & Preston		X				
	Coldstream		X				
	Eyemouth	X		X	X	X	X
	Reston				X	X	X
Cheviot	Jedburgh	X	X	X		X	X
	Kelso		X			X	X
Eildon	Earlston		X			X	
	Ettrick & Yarrow		X				
	Galashiels	X		X		X	X
	Heriot		X				
	Newton St Boswells				X	X	
	Selkirk	X				X	
	Tweedbank		X	X	X	X	X
Teviot & Liddesdale	Burnfoot		X				
	Hawick	X	X			X	X
	Newcastleton		X	X		X	X
Tweeddale	Innerleithen		X		X	X	X
	Newlands		X				
	Peebles		X	X		X	
	Tweedsmuir		X				
	Walkerburn		X		X	X	X

\* Source-CPP Locality Plans (Jan 2020). There will be other plans not referenced here. All may differ in quality. All should be assessed against the framework set out in Section 6.

\*\* Mature projects that are ready to meet specific eligibility funding criteria, including timescales

7.9 With the exception of the Borderlands communities, this table is not intended to be prescriptive or exhaustive, rather it is put forward as a possible tool for Area Partnerships to decide where *initial* place making focus should take place in their locality while a longer-term, multi-year, and sustained programme covering all communities is put in place. To be clear, this does not mean that support to other communities would be switched-off, rather that this would help to focus and prioritise support.

7.10 To aid subsequent phases, the above criteria - along with a small settlements index - will be developed through engagement with Area Partnerships and applied to a table for all community council areas in each of the 5 localities - again this would be a tool for Area Partnerships to use in determining the next and future phases of place making as part of a longer multi-year programme.

## 8. RESOURCING PLACE MAKING

8.1 This section summarises the anticipated areas where resources are required to support and deliver place making activity. This includes how SBC resources could be deployed and the work needed to map out the collective partnership resource that supports place making.

8.2 Engagement over the Summer underscored the broad range of resources from different organisations - from Community Groups, the 3rd sector, Community Planning Partners as well as the Council - involved in place making-related activity.

8.3 Future resourcing falls under four broad headings:

- a) **Local Support** - Front-line resource to support community relationship building, capacity building and signposting

- b) **Local Capacity** – Third-sector, voluntary and business resources operating at local level partnering with communities to build skills, awareness and capacity for action on specific projects and plans
- c) **Technical Capacity** – Specific technical skills inputs on facilitation, stakeholder engagement, programme design, feasibility and funding
- d) **Executive support** – Oversight and direction to align resources, partners and initiatives and a specific focus on accountability, transparency and equity

8.4 A key collective challenge is to ensure that partnership resources are aligned in a way that ensures that they operate in an optimal way – more than, rather than less than, the sum of their parts.

8.5 A matrix of existing and future resources and capabilities around the headings set out in the headings above will be developed with partners over autumn. The purpose will be to map out existing resources, identifying gaps, and determine how resources can best be co-ordinated and how they can be aligned to support Area Partnerships and their communities and the delivery of Locality Plans.

8.6 SBC have created nine new posts to increase local support capacity: Two Community Place Planning and Regeneration Officers, based in the Planning Policy & GIS service will support place making activity in target Borderlands and Economic growth communities. Five Community Engagement Officers) will be based with and combine with the Communities and Partnerships Team to increase local support to other communities across the five localities. In addition, the Council has created two further posts, a Climate Change Officer and a Green Space Programme Officer, who will also support place-making activity. Scottish Futures Trust will continue to offer technical support in terms of facilitation and engagement and programme redesign. Given the potential scale of this work in the short-term and recognising the benefit of having independent and experienced facilitators, it is recognised that additional capacity in this area of experience and skill will be needed and options for this are being progressed.

## 9 SERVICE REDESIGN

9.1 A joint report with Live Borders on Service Redesign was considered by Council in June this year. The report set out a series of principles and the case for change for seven inter-related service areas. Indicative opportunities for these services were suggested as a catalyst for engagement and it was agreed, subject to the recommendations set out in this report, that engagement with communities over service redesign should begin as part of place making at the earliest opportunity and that:

- a) engagement move at a pace agreed with each community
- b) proposals from communities would be brought forward for agreement as and when communities were ready to do so

9.2 To enable this communities will be approached, using a Citizen’s Space questionnaire, enabling them to both self-assess their fit with the proposed framework set out in Section 6, and express interest in engaging in place making on the basis of service redesign.

- 9.3 Responses to the questionnaire would supplement the criteria (see 7.10 above) and assist Area Partnerships to prioritise further communities to take part in developing plans and actions in line with the framework as and when resource is available to enable this.
- 9.4 In parallel with this, engagement with service users will take place and this will help inform engagement with communities over service redesign.

## **10. NEXT STEPS**

- 10.1 Subject to agreement of the above by Council, it is further proposed that:
- a) The proposed draft principles and framework are presented to Area Partnerships and the CPP for refinement/discussion/agreement.
  - b) The proposed criteria and prioritisation Matrix are presented to Area Partnerships and the CPP for discussion and agreement.
  - c) A terms of reference will be drafted for agreement with the Area Partnerships in respect of oversight of the place-making, this will be mindful of the current review of Area Partnerships and will seek to provide a meaningful oversight structure in line with 6.8 – 6.11 above.
  - d) That, as Borderland Communities have already been agreed as part of the Borderlands Inclusive Growth Deal, Place Making activity be progressed in those communities and an initial facilitated engagement be scoped and progressed in line with the agreed Borderlands place programme.
  - e) Once agreed by area partnerships, initial facilitated engagement with the remaining communities identified in Table 4 will be scoped out and progressed.
  - f) An online self-assessment questionnaire, using Citizen's Space will be drafted and published on the Council's website. Communities will be invited to complete a self-assessment against the framework (Section 6 above) in terms of fit – and a simple online matrix based on the 11 questions set out in tables 1-3 above will be developed to enable communities to do this. The assessment would assist Area Partnerships to prioritise future Organic place making activity.
  - g) The same Citizen's Space questionnaire would be used to invite expressions of interest from Communities who wish to progress place making around service redesign. Again, the output would assist Area Partnerships to prioritise future Organic place making activity.
  - h) A matrix of current related partnership resources (including 3rd sector and community-based) will be completed to identify existing and future resource against the headings set out in 8.3 and identifying gaps, opportunities and developing recommendations on how gaps can be closed, how resources can best be co-ordinated and how they can be aligned to support Area Partnerships and their communities and the delivery of Locality Plans.
  - i) A smaller settlements index be drafted in line with 7.5 above
  - j) The prioritisation criteria identified at 7.7 be developed and applied across all Borders Communities to Assist Area partnerships in identifying communities for future phases when resources become available.
  - k) A schedule be developed to incorporate all potential funding streams and timescales and, through Area Partnerships, identify a pipeline of projects

which could be developed and which could direct and help prioritise further rounds of Place Making activity.

**Fig. 2 Indicative Next Steps Timescales**

Actions	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22
Area Partnerships review/refine • Principles • Draft Framework • Prioritisation							
Place Making Governance Term of Reference drafted and considered by Area Partnerships (Oversight)							
Community Planning Strategic Board • Review Refine – Principles, Framework, Prioritisation & ToR		Sept 9th					
Borderland Place Making – Initial Facilitated Engagement							
Progress Place Making in Other Priority Communities (as agreed by APs)							
Develop Citizen’s Space online questionnaire for communities to: • self-assess against Place Framework • Expressions of interest in Service Redesign							
Communities invited to complete Citizen’s Space questionnaire							
Mapping of Partnership Resources involved in Place-Making-related activity.							
Development of smaller settlements index							
Development of Criteria and Table to assist Area Partnerships to identify communities for further phases							
Develop a table of associate funding programmes and timescales and criteria							
Update to Area Partnerships							
Update & Next Steps (CPP Strategic Board & Council)							
Area Partnership Meetings							

11 I

**11.1 Financial**

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

**11.2 Risk and Mitigations**

- a) Resourcing – the successful development and delivery of the place making approach will require the appropriate resource and capacity. The report anticipates that a detailed review of shared resources will be undertaken to identify resources and gaps and make recommendations on how shared resource can be aligned to be effect and how gaps can be addressed.
- b) Buy-In – collective leadership and buy-in from all stakeholders groups is a condition for success. A co-productive approach to the development and implementation of the approach seeks to ensure buy-in at all levels.
- c) Expectations – while the approach seeks to identify local needs, ambitions and priorities, these need to be grounded in the reality of the changing and challenging financial landscape.
- d) Ensuring all voices are heard – it is important that the process enables all voices to be heard, not just the loudest and including those who are out with the main towns of the Borders. The proposed framework, the involvement of experienced and skilled independent facilitators as well as the oversight role of Area Partnerships aims to mitigate this risk
- e) Of not doing this – if we do not undertake this place making approach there is a risk that we do not make the best use of our resources, that we do not build on the opportunities and lessons learned from the pandemic and that our collective services do not address local needs effectively.

### 11.3 Integrated Impact Assessment

An integrated impact assessment has been completed. It is anticipated that there will be no negative impacts under either the Equality Duty or the Fairer Scotland Duty

### 11.4 Sustainable Development Goals

The proposals in this report contribute to Goal 3 – “Ensure healthy lives and promote wellbeing for all at all ages” by encouraging community involvement in planning, with partners, to identify actions that meet local needs and priorities.

### 11.5 Climate Change

The proposals in this report aim, as part of a Borders-wide and sustained engagement with communities, to contribute to net zero transition through the identification and delivery of a range of related projects including:

- Providing and enhancing local amenities and services
- Reuse and conservation of buildings and local assets
- Making use of existing or underused heritage assets
- Providing opportunities for food growing, recreation, education, skills development as well as health and wellbeing benefits.

### 11.6 Rural Proofing

Not applicable.

### 11.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

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

Not applicable

## 12 CONSULTATION

12.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into this report.

### Approved by

**Name Jenni Craig**

**Title Service Director, Customer & Communities**

### Author(s)

Name	Designation and Contact Number
James Lamb	Portfolio Manager

**Background Papers:** [insert list of background papers used in compiling report]  
**Previous Minute Reference:** [insert last Minute reference (if any)]

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

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## Place workshop | Berwickshire Area Partnership

### Issues

*“set overarching priorities from the bottom up rather than national policy”*

How you define what a place is in geographic terms and community terms matters. It affects how we plan where we live, and plan for areas beyond where we live. There will be some communities who feel like a community, like a place. But that experience will be completely different in different places.

Priorities will be different for sub sets of Berwickshire, big towns, villages, rural farming community. And there are overarching priorities across all areas. But, these priorities seem to be set only at the top level of decision making.

*“natural networks need to be fostered”*

The Resilient communities model for flooding and winter maintenance has worked well for the Covid response. Neighbourliness and informal networks matter. Covid has shown what resilient communities can be if support is provided at the right time. Red tape was removed. Communities responded and responded well. People had needs met before formal social work referrals were needed. At times, the phone lines in community assistance hubs were not being used because people were being supported locally.

But natural networks need to be fostered. The risk now is that the voluntary sector gets forgotten, and is only used ‘as and when required’.

*“the risk now is that the voluntary sector gets forgotten”*

We need to think about everybody in our communities, including the younger generation, especially those without vehicles who can’t get around. Connectivity is important for young people. And, they often have a better grasp of digital things, with confidence. So, it is important to ensure that everybody has good broadband. Sometimes, now, it is clunky.

Access to transport is also important. New rail investment and new stations are welcome in the Borders. But we need more stops, more frequency. And more connections to the stations for more people.

*“opening up the Borders offers people new choices”*

There is a unique opportunity post covid for people to re-write contracts so staff only need to attend offices some of the time, providing more opportunities to work locally. We can use this to bring Edinburgh wages and more work back to the Borders. Support more people working here. So, capitalise on the beauty of the landscape, the quality of the place. Attract and retain more people.

Strengthen the Borders as somewhere that innovation and development happens, This is the land of David Hume, not a backwater. It has fantastic connections to England and beyond, with great opportunities around the HS2 and future connections to Carlisle.

Covid has thrown up phenomenal examples of collaboration. More neighbours are talking, more folk seeing eye to eye. Build on the collaboration across the South of Scotland. It is why we are living here.

*“build on the collaboration across the South of Scotland”*

## Place workshop | Berwickshire Area Partnership

### Success

*“blended experiences, linking digital and localism, offer new opportunities”*

We are concerned about the rise of Amazon, the impact of digital on high streets. And in Covid, some older customers are no longer comfortable going out.

But we need to see digital as an opportunity. Build on the experience of local businesses making local and serving UK Markets with excellent food, and produce and pies. Connect markets. Get the digital infrastructure right. Position the Borders as a great place to live. A lot of good companies offering blended working can locate and work here. There are fantastic opportunities.

Buying more from Amazon is not a success. This kind of purchasing is a moral and economic decision. So, build on the value of what we have locally. Show that this is a place where people can set up a business cheaper than Edinburgh, with footfall and markets, in a fantastic landscape, with digital connections.

*“more young people staying in the Borders for work of study”*

At the moment, study beyond school is limited. We need more options around this. Use digital to extend experiences for higher and further education, so more people can access more of these experiences more locally.

Success is more young people feeling represented, having a say over local policy and things that matter to them. Build more opportunities across communities. for school pupils and young people to have a voice, to have a say on decisions. Build skills. Support mental health. And fair work.

*“connectivity choices”*

Young people now and in the past have had the same problems with connectivity. Many people still rely on hitchhiking or taking a bike to travel miles. E-bikes are an exciting future. They enable more connections to new rail stations and travel points, facilitating choices for commuting and working locally.

A big issue is population. Every single organisation struggles for members, consultancies, voluntary group. Often, people are volunteers on many groups. And the area is fairly mono cultural and ageing. So, bring population into the area. We need critical mass of individuals and families with sufficient income to support new emerging businesses.

So, we need more homes. Tiny villages and sizeable villages need a proportion of more homes to support local services. There will be different reasons for more homes in different places. And we need more decentralisation, with more local places working better with more local services.

*“grow a more diverse population”*

## Place workshop | Cheviot Area Partnership

### Issues

Communication is the most vital part of working together. We must have this from the off. If we all go in and are able to speak to each other, we can get to the outcomes.

*“Review existing community risk assessments”*

Covid has caught the world out. Scottish Borders have good risk assessments for winter resilience. But what wasn't covered was a global pandemic. What would we do in the event of one of these issues in the future? For example, in some places the village hall as the emergency point occupies the lowest point in the village, not useful in a major flood event. Review priorities based on local insights on high level risk events.

*“audit people's skills and experience in the community”*

Find out what people can do, the skills we have in communities. Use the skills as a form of citizen panel. Help people realise the capabilities they have. There are people often worrying about minor things that can be solved easily through a conversation with someone local who has the skills.

Hobbies and skills offer a safe space to try things, another path way to opportunity.

Some areas have looked at a skills bartering system, like a Local Exchange Trading System [LETS. No money changes hands. It helps value the skills people have. And, it offers people time and support, a way of getting a night off from caring duties.

The key is to build confidentiality. And trust, so people overcome fears about talking about 'secrets'. This is community empowerment in a direct sense, not a technical sense. It is about building confidence in relationships. And, helping people discover what exists locally.

*“build confidentiality and trust”*

In the pandemic, resilience groups self organised and swung into action, making a big difference. However, a lot of organisations who provide lunch clubs and other activities to mitigate social isolation have been missed. Many activities couldn't happen because of lockdown. Often, these activities were organised by older people for older people and are not quick coming back.

Some halls are now open. But, there are no Live Borders venues open until the end of August. Spaces are not available to get started again. More needs to be done to support community taking over premises to meet the needs of people, not mega structures. And there is a need for more guidance and support on re-entry to physical spaces for community groups.

*“Some activities don't have the space to come back”*

Young people often mention the importance of broadband for school work, and home work. It is a catalyst for young people to stay for good green jobs. So, we need connectivity to be improved, and we need to be connected in a better way.

And young people are already doing a lot in our communities. But, often, people don't know. Young people often feel they need space for a blether or to do a craft, and wonder why it isn't offered to them. The need space to be. And improved connectivity to support school, home and work.

*“connectivity is a catalyst for young people to stay for good green jobs”*

### Success

*“If you value it, invest in it”*

Success is about improved opportunities for youth, more spaces, and improved premises to meet for a bit of craic and fun together. Youth facilities don't get a lot of funding locally. We need greater investment in youth provision of all ages. It always gets cut, so youth organisations spend a lot of time chasing funding to cover costs. Success would be more support.

And, harness the skills of the older generation. Many people are lonely in our communities. Young people talk about loneliness and isolation too. Encourage talking. Demonstrate old skills like working out the square root of 27 without computer. Support girls to do woodwork. And boys to knit. Bring generations together, sharing skills and companionship for free to create good.

*“we want local facilities to be more multi functional spaces”*

Villages and smaller communities thrive where there are local institutions like shops, pubs, schools, spaces that provide meeting points where people can interact. Sometimes, these spaces are in community ownership, like the community shop. Support local spaces in local places.

Schools can be spaces to bring people together. And using local skills does not cost as much as bringing in professional people. So, we want local facilities to be more multi functional spaces. Schools as community building at the centre of the community, supporting lots of other activities as well as being a school during the day. But often schools out of hours use have hefty charges.

And, when activities take place out of a formal space like schools, you need people with PVG so everybody knows everybody is safe. This adds to cost. We are looking at reduced cost as opposed to no cost. And flexibility in the use of indoor and outdoor spaces.

*“build a culture of support and challenge amongst ourselves”*

'Aye been' drags communities down. Be more flexible in the approach to change and resilience in ourselves. Those who adapt quicker are on the ball quicker.

## Place workshop | Eildon Area Partnership

### Issues

*“is this a job for the Council or should the community be leading placemaking?”*

We have different communities within us. And a sense that towns get resources, and the country gets less. We need to look at the community of people as well as the community of place. And we need to make sure the smaller places comes through as places in themselves.

Communities got stronger through Covid. In the early stages there was a disconnect. Groups were overlapping each other. Post the first lockdown, people met and tried to sort things. Now, we work like an umbrella, with groups and organisations coming together as a more focused unit. It has been very refreshing.

*“There is fatigue”*

We also need to do more ourselves to maintain, and harness collaboration established during covid between communities and the public sector. There is a sense that some connections aren't as strong as they were last March.

And there is lots of consultation. People can get over consulted. People need to see an end result on how we go forward, understand what's the product of the consultation. People need action. And space to maintain working relationships, not just a covid relationship.

*“young people feel no one is interested”*

And, the pandemic has had a big impact on young people, particularly on mental health and wellbeing. We need to think about what's needed within and beyond the school environment for young people, with more safe spaces.

Young people don't feel recognised. They are not always causing trouble. In lockdown, they have been helping lots of people. But, there is often no action on the things they are concerned about. Young people need transport. Services that are available now are not fit for purpose. There are no paths connecting towns and villages. People don't feel safe on the roads. And cycle routes on B roads can feel more dangerous than the main roads. With buses, sometimes there are none going where you need to go. Or are not frequent enough. Or people can't understand the timetable.

*“People are generally unaware of what's going on”*

There is always lots of stuff going on in places but most of it goes over people's heads. People are generally unaware of what's going on. And not everybody is digitally savvy.

We appear to have lost local newspapers showing what's going to happen locally. There is no medium to get information out to everyone. So, we can have events and people would have liked to attend, but they often don't know.

## Place workshop | Eildon Area Partnership

### Success

We want young people to be able to stay in the area they were born in, and less people leave. We want to see more equality, so people have the same chances and are not held back.

We want a place where people can get around and enjoy the area they live in and do the things they want to do without the inconvenience of living in a rural area.

*“support people embracing new ways of doing things”*

We have done great things in the last 18 months in zoom, created new conversations connecting people. So, lets build more connections, using technology to have conversations and generate ideas.

We want to support people embracing new ways of doing things, with more engagement with local community organisations. And a willingness to set up new organisations. Build more vehicles for more people to make a difference in the local community.

*“The future needs to be greener, and more resilient”*

During darkest times of pandemic, there was less traffic on the roads, and more time to go for a walk, more time to hear birdsong and see the landscape. People could spend less time driving and manically going to Edinburgh for work.

Now, we are all talking about building back better. We also need to build back greener, and reduce the carbon footprint. So, let’s build green mapping for the region. Identify more green activities, groups, and spaces.

*“Support young people to be ambassadors of sustainability”*

Success is about people who are not normally heard get a chance to hear a voice. So, ensure wide involvement with as many of the community as possible. The Area partnership is a good place to start the discussion. Things can be successful by engaging those we don’t normally engage with.

*“Involve young people, and others”*

Hone in an issue and fix it. Then do the next thing. If we try and fix everything all at once, we go nowhere. Bite off what we can chew.

# Place workshop | Teviot & Liddesdale Area Partnership

## Issues

*"It's about community spirit"*

Our ambition is for improvement in quality of life, socially and economically. There is no need for grand plans. Concentrate on the communities.

We are trying to make the community stronger. And, work together. Communities are about people, not buildings and spaces. They are a mechanism for the future.

The Borders are amazing for its fantastic people. So, value the time people give of themselves to help communities. Volunteers are gold. They have a major part to play in place planning, leading and doing things on the ground. Don't ignore the capacity. We need to trust each other.

*"Our communities are creating a lot of promise"*

Communities want to have concerns listened to. Too often, requests have been ignored. We need more co-operation. Where manpower is wasted, people walk with their feet. So, local people have just gotten on with things.

And, we worry that lots of the gains from Covid are being flushed away. It would be so much better if agencies and communities could link local knowledge, local caring, and local knowledge with funding and staff. Agencies are like container ships. Communities are the pilot boats.

We want empowerment. Demonstrate listening and doing. And not railroading things through. No one has all the answers. Use the learning from Covid about being agile, responsive, getting things done. Take risks to move forward. Try things. Learn by doing. Be willing to be different. Be flexible.

*"Communities are not moribund"*

## Success

We have the smallest community council and the biggest one. Recognise the differences There should be a different approach for different places. But, let's share learning from all our places. And, make sure all generations are listened to from small children to older.

*"Include all the community and not just some"*

## Priorities

*"If we say we are going to learn from experience, then learn from experience and use it"*

We need a balance between the future sunny uplands and current issues that need to be worked through. We have learned a lot from Covid. Distill it down. And apply. Drive our agenda against the learning. And, work with other communities. Use other positive learning experiences of working together, like the flooding, where communities and Council worked quickly and effectively.

*"trusting the community"*

Some communities have a plan. Some need help to come up with it. So, assist organisations achieve their targets. Make things clear and simple as can be. Get rid of gobbledygook phrases like placemaking.

So, help communities capitalise on investment opportunities, benefitting the whole of the Borders. Encourage businesses to locate here. Reduce the number of times we revisit the same issue. Put stuff to bed with a clear objective. Focus on outcomes.

*"If we can see action making a difference, it helps everybody point in the right direction"*

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# Place workshop | Tweeddale Area Partnership

## Issues

*“an ecological approach to places, and their differences”*

Every area will be different. Drill down into these issues. And the connections between places.

Councillors traverse the area all the time. They could help strengthen connections, knitting communities, putting people in touch, letting people know about things happening in other areas.

But, huge chunks of our community are broke. There were over 65 weekly groups before Covid. Now, often, there are none. We are rediscovering groups and networks, helping to bring them back after being in storage. There is a huge need for a healing process to be undertaken.

*“we need to the right forum to exchange ideas”*

Communities have been telling of their needs for ages. From community perspective co-production and co-operation often seem to be Council driven. It's topsy turvey. And communities want to see an end point, with greater focus on the how, the mechanisms for action.

There are gaps in understanding in what we are trying to do and who is trying to do it. Recent work on older people and day centres aims get people out and about, but there has been no community input. No resource was supplied and no service level agreements. So, how can change be delivered locally?

Planning is wider than relationships with the planning departments and a focus on housing. We are interested in the planning of service delivery. That's the culture change. And, in that we need to ensure that people feel listened to, across all generations.

*“It's about equity”*

We recognise that there are different sorts of levels of engagement, and views from communities may not always be fully embraced by Councils. But, there needs to be a clear basis for action. We feel we have no overarching mechanism that shows how community input is actioned as part of the strategic thinking. It is hard to identify a continuous strand, an expression of what we see as important, considered across all stages of planning processes. We want to better understand how the effort going in will produce change. Effort seems to disappear, and this seems true at all levels.

*“Perception of lot of effort and little impact”*

Community Trusts and local people are already updating town masterplans and community plans, for their place and the surrounds. We are crowded with lots of plans. The legislation on Local Place Plans is cutting across this work. There is the opportunity for confusion in the planning processes. And opportunities for different plans to be at odds with 'what matters to you'.

*“there needs to be more work at clarifying the landscape of plans”*

## Place workshop | Tweeddale Area Partnership

### Success

*“Cherish relationships”*

We want to keep some of the good changes from the covid response, like improved relationships in communities. And sanitisation stations outside supermarkets.

Community meetings are part of the community recovery. Build on the work established for the Community Assistance hubs. It is about getting the key partners together and looking at what the key issues are. It works because the key parts are the trusted relationships already built up.

Let's build confidence and wellbeing in communities, with more opportunities for people before needing formal health and social care interventions.

*“Somebody knows”*

So, focus on cutting down barriers. And faster impact, immediate responses. If we identify someone in the community who needs help, we can find who is the best person to support them because we know the people who are there to help. This work comes from relationships. These mechanisms were there before the pandemic but now they are better, and stronger.

We want a future where communities no longer feel council are doing things to them. Everyone is doing things in a relationship. And all actions are embraced by all generations. So, facilitation is particularly important in a time of profound change, and climate emergency.

*“Success is our young people able to live and work here because they can afford to.”*

We need more affordable housing to be available within the scope of the people who live and work in the community. We need more jobs, and more jobs above the minimum wage. But sometimes, change feels like it is on small tippy toes. The community say we would like to see more.

We want fast and reliable broadband for home working across the Borders. And equal access regardless of where you live for transport, broadband, and local facilities. And buses that connect, a future where people are not beholden to the lack of a car on any day of the week.

We want to spend less time talking about the process and more time getting to the issues resolved. We want more knitting of communities, more sharing of knowledge and resources between groups. In the future, we would like to see communities make a presentation of what the community needs to see, and planners taking notes and make plans from the wishes of the community, operationalising community ambition.

*“we know we are winning when we see evidence of the Council listening and more working with communities”*



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## PROPOSED AMENDMENT TO SCHEME OF ADMINISTRATION

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### Report by The Chief Executive

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## SCOTTISH BORDERS COUNCIL

**26 August 2021**

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### 1 PURPOSE AND SUMMARY

- 1.1 **This report proposes changes to the functions referred to the Major Contracts Governance Group. It seeks to clarify the arrangements for Elected Member oversight of the CGI contract and proposes the monitoring of the Live Borders agreement sits wholly with the Executive Committee.**
- 1.2 At its meeting on 17 December 2020, Scottish Borders Council approved a Motion from Councillor Thornton-Nicol requesting officers provide a report to Council with amendments to the Scheme of Administration to specify the remit of the Major Contracts Governance Group in respect of the performance of the Live Borders agreement and the CGI contract. This would give clarity to Elected Members as to their monitoring role on the Group.
- 1.3 The current functions delegated to the Major Contracts Governance Group (MCGG), a sub-committee of Council, relate mainly to the monitoring of the Council only significant trading organisation SB Contracts. There is also an overview role for the Group with respect to the contract with CGI and the management agreement with Live Borders. The present scheme of administration provides no detail on how this function should be carried out.
- 1.4 Officers have looked at a number of options for consideration to provide clarity and further detail for Members when monitoring the Live Borders Agreement and the CGI contract. These options are:
  1. Enhance the functions of the Major Contracts Governance Group to give explicit detail for Members to monitor CGI as well as SB Contracts performance and move Live Borders monitoring to the Executive Committee.
  2. Amend the functions of the Major Contracts Governance Group to generalise the monitoring of SB Contracts, Live Borders, and CGI.
  3. Reinstate the Trading Operations Sub-Group to monitor SB Contracts, transfer the monitoring of the Live Borders agreement and CGI contract to the Executive Committee and disband the Major Contracts Governance Group.

## **2 RECOMMENDATIONS**

- 2.1 It is recommended that Council approves changes to the functions referred to the Major Contracts Governance Group as set out in Option 1 detailed in Section 4 of the report and that the necessary amendments are made to the Scheme of Administration.**

### 3 BACKGROUND

- 3.1 At its meeting on 17 December 2020, Scottish Borders Council approved the following Motion from Councillor Thornton-Nicol, seconded by Councillor Bell:

“That Scottish Borders Council requests Officers bring a report to Council to amend the current Scheme of Administration as it applies to the functions referred to the Major Contracts Governance Group. This amendment would provide detail as to the particular matters the Group would monitor in respect of the performance of the Live Borders contract and the CGI contract, and would give clarity to Elected Members as to their monitoring role in the Group.”

- 3.2 The MCGG was formed when the Council set up SB Cares as an ALEO, with the Group also tasked with monitoring SB Contracts. This function was previously carried out by the Trading Operations Sub-Committee. Some monitoring of the agreement with Live Borders was also included within the MCGG.
- 3.3 The current functions delegated to the Major Contracts Governance Group, a sub-committee of Council - detailed in Section III of the Scheme of Administration - relate mainly to the monitoring of SB Contracts.

#### SB Contracts

1. The consideration of matters relative to business management of trading services including providing an appropriate level of scrutiny on the financial risk arising from trading operations.
2. The monitoring of the trading arrangements and operations in terms of the Local Government (Scotland) Act 2003.
3. The evaluation of financial controls and the detailed monitoring of financial and performance levels for trading services.
4. The evaluation of Financial Plans for delivering required performance levels from trading services.
5. Consideration of the strategic model employed by trading services, and to contribute towards the long-term strategic development process.
6. Consideration of matters relative to tendering for internal and external contract works.
7. The determination of appropriate processes and practices, within overall Council policy, to support the efficient and effective development of trading powers.
8. To understand the trading risk exposure and to evaluate measures to manage the trading risk-reward balance.

9. The consideration of Joint Arrangements with suppliers or other parties to improve the effectiveness and/or efficiency of the trading organisation.

#### Agreements

10. The overview of Agreements with other Trusts, Outside Bodies, etc. providing services on behalf of the Council.

#### Significant Contracts

11. The overview of any other significant contracts

- 3.4 Items 10 and 11 relate respectively to the Agreement with Live Borders, and the CGI contract. The current agreement with Live Borders includes a requirement that performance reports are presented to only one committee of the Council. Performance data from Live Borders is currently included in the quarterly performance monitoring reports to the Executive Committee.

## **4 OPTIONS FOR CHANGE**

- 4.1 Officers have looked at a number of options for consideration to provide clarity and further detail for Members when monitoring the Live Borders Agreement and the CGI contract. These options are:
  1. Enhance the functions of the Major Contracts Governance Group to give explicit detail for Members to monitor CGI as well as SB Contracts performance and move Live Borders monitoring wholly to the Executive Committee.
  2. Amend the functions of the Major Contracts Governance Group to generalise the monitoring of SB Contracts, Live Borders, and CGI.
  3. Reinstate the Trading Operations Sub-Group to monitor SB Contracts, transfer the monitoring of the Live Borders agreement and CGI contract to the Executive Committee and disband the Major Contracts Governance Group.

#### **Option 1**

- 4.2 The Major Contracts Governance Group could be enhanced to give explicit details for Members for SB Contracts and CGI. With regard to Live Borders, the agreement with the Council is currently being reviewed but it does specifically state that Live Borders will report to only one Committee of Council. To ensure consistency with the monitoring of other public facing services it is proposed that performance monitoring information for Live Borders is included within the remit of the Executive Committee, to be reported along with service provision performance information for those services directly provided by the Council. This information would be reported quarterly to the Executive Committee. Reports to the MCGG on the CGI contract have developed significantly over the last year and the group is considered to be providing effective challenge and scrutiny of the CGI contract. The new functions would therefore be proposed as:

#### SB Contracts

1. The consideration of matters relative to business management of SB Contracts including providing an appropriate level of scrutiny on the financial risk arising from trading operations.

2. The monitoring of the trading arrangements and operations in terms of the Local Government (Scotland) Act 2003.
3. The evaluation of financial controls and the detailed monitoring of financial and performance levels for SB Contracts.
4. The evaluation of Financial Plans for delivering required performance levels from SB Contracts.
5. Consideration of the strategic model employed by SB Contracts, including contributing towards the long-term strategic development process.
6. Consideration of matters relative to tendering for internal and external contract works.
7. The determination of appropriate processes and practices, within overall Council policy, to support the efficient and effective development of trading powers.
8. To understand the trading risk exposure and to evaluate measures to manage the trading risk-reward balance.
9. The consideration of Joint Arrangements with suppliers or other parties to improve the effectiveness and/or efficiency of the trading organisation.

#### CGI

10. The consideration of any major proposed changes to the CGI contract, with recommendations to Council as necessary.
11. The regular consideration of performance information on the transformation being delivered with CGI, key performance information with respect to the contract and any key issues associated with contract management.
12. The scrutiny of the performance of the CGI contract to ensure value for money and the effective delivery of outcomes required by the Council.

#### Live Borders (to be added to the functions of the Executive Committee)

- \*1. The consideration of the any proposed contractual changes to the Agreement with Live Borders.
2. The regular consideration of performance against the Live Borders Business Plan actions and initiatives.
3. The scrutiny of the financial performance of Live Borders in terms of the conditions of grant by Scottish Borders Council to ensure value for money and the effective delivery of outcomes required by the Council.
- \*4. Consideration of any future proposed changes to service provision by Live Borders, with recommendations to Council as necessary.

## **Option 2**

- 4.3 The current functions delegated to the Major Contracts Governance Group could be replaced so that general monitoring of SB Contracts, the CGI contract and the agreement with Live Borders – and any future contracts – are undertaken as follows:
1. The consideration of matters relative to business management of SB Contracts, CGI and Live Borders.
  2. The monitoring of the service performance information and operations of SB Contracts and CGI in terms of the Local Government (Scotland) Act 2003. (Note: Service performance information for Live Borders will continue to be considered by the Executive Committee)
  3. The scrutiny of the financial performance of SB Contracts, CGI and Live Borders to ensure these arrangements continue to deliver good value for money.
  4. The evaluation of service performance information and the scrutiny of the effective delivery of the outcomes required by the Council.
  5. The evaluation of the effectiveness of operating arrangements and their contribution to the Council's strategic objectives.
  6. The scrutiny of any amendments proposed to the management and/or contractual arrangements associated with SB Contracts, CGI and Live Borders.
  7. Consideration of matters relative to tendering for internal and external contract works where applicable.
  8. The determination of appropriate processes and practices, within overall Council policy, to support the efficient and effective delivery of services provided by SB Contracts, CGI and Live Borders.
  9. Scrutiny of the arrangements in place to ensure the effective management of financial and operational risks associated with those services that sit within the remit of the sub-committee.
  10. The consideration of Joint Arrangements with suppliers or other parties to improve the effectiveness and/or efficiency of service delivery.
  11. The overview of Agreements with other Trusts, Outside Bodies, etc. providing services on behalf of the Council.
  12. The overview of any other significant contracts.
- 4.4 With regard to Live Borders, the agreement with the Council is currently being reviewed. Compliance with the terms of the agreement could be included within the remit of the Major Contracts Governance Group (as above), but service provision performance information could continue to be reported quarterly to the Executive Committee, as is currently the case.

### **Option 3**

- 4.5 One further option is to consider whether there is still a need to continue the Major Contracts Governance Group. It was primarily established to monitor the SB Cares ALEO along with SB Contracts. The agreement with Live Borders, although currently being reviewed and renewed, allows for Live Borders to report to only one committee of Council. Performance of Live Borders is already currently reported to the Executive Committee in its quarterly performance reports. The same could happen with CGI performance and it could also report to the Executive Committee. The Trading Operations Sub-Committee could be reinstated as a sub-Committee of Executive to monitor SB Contracts and the Major Contracts Governance Group could be disbanded.
- 4.6 Additional functions could then be added to the Executive Committee in the Scheme of Administration as follows:
1. The review of the financial performance of the Live Borders agreement and CGI contract to ensure these arrangements continue to deliver good value for money.
  2. The approval of any amendments proposed to the management and/or contractual arrangements associated with Live Borders and CGI.
  3. The evaluation of service performance information and the scrutiny of the effective delivery of the outcomes required by the Council of Live Borders and CGI.
  4. The overview of Agreements with other Trusts, Outside Bodies, etc. providing services on behalf of the Council.
  5. The overview of any other significant contracts.
- 4.7 By moving the functions of the Major Contracts Governance Group to the Executive Committee, Elected Members will have the opportunity – should they feel it necessary - to use the call-in procedure to refer any decision of Executive to the Audit & Scrutiny Committee for further consideration. Due to the breadth of other performance data submitted to the Executive committee it is questionable however how much time could actually be devoted to the effective scrutiny of the CGI contract alongside other agenda items.

### **Conclusion**

- 4.8 It is felt that option 1 provides the optimal solution ensuring effective review and challenge of the CGI by the MCGG can continue and ensuring this important function is not crowded out by the weight of other items on the Executive Committee Agenda.

## **5 IMPLICATIONS**

### **5.1 Financial**

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

## 5.2 Risk and Mitigations

There is a risk that Councillors will not be able to fully monitor the contracts referred to the Group without sufficient detail within the Group's remit. By extending the remit this risk is mitigated as Members will have a baseline established for monitoring.

## 5.3 Integrated Impact Assessment

No Integrated Impact Assessment has been carried out. It is not anticipated that amending the remit of the Group will have an impact on people who share a characteristic (age, disability, gender re-assignment, trans/transgender identity, marriage or civil partnership, pregnancy and maternity, race groups, religion or belief, sex-gender identity, and sexual orientation) and those who do not.

## 5.4 Sustainable Development Goals

In considering each of the UN Sustainable Development Goals, the Group can ensure within its monitoring role that the following are being considered:

- End poverty in all its forms – ensure inclusion within service provision (CGI, Live Borders)
- Ensure healthy lives and promote wellbeing for all at all ages – intrinsic to service provision by Live Borders.
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all potential – CGI
- Achieve gender equality and empower all women and girls – SB Contracts, CGI, Live Borders
- Build resilient infrastructure – identify gaps in access to IT and the internet in communities (CGI)
- Reduce inequalities – provide services in a non-discriminatory way (SB Contracts, CGI, Live Borders)
- Ensure sustainable consumption and production patterns – have sustainable procurement policies and conditions; have short supply chains where possible (SB Contracts, CGI, Live Borders)
- Strengthen the means of implementation and revitalise the global partnership for sustainable development – by encouraging partnerships between public and private sector and communities (CGI, Live Borders)

## 5.5 Climate Change

In terms of infrastructure and land use, Live Borders provides local amenities and opportunities for recreation, and health and wellbeing benefits. SB Contracts endeavours to take account of any likely climate changes/weather events as part of its works programme.

## 5.6 Rural Proofing

There is no separate rural impact from the proposals in this report.

## 5.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

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

Changes will be required to the Scheme of Administration which is included within the recommendation in the report.

## 6 CONSULTATION

- 6.1 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

### Approved by

**Netta Meadows**

**Chief Executive**

### Author(s)

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**Background Papers:** None

**Previous Minute Reference:** Scottish Borders Council, 17 December 2021

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

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