

# Public Document Pack



## COMMUNITY PLANNING STRATEGIC BOARD THURSDAY, 16TH JUNE, 2022

A MEETING of the COMMUNITY PLANNING STRATEGIC BOARD will be held VIA MS TEAMS on THURSDAY, 16TH JUNE, 2022 at 2.00 PM.

All attendees, including members of the public, should note that the public business in this meeting will be livestreamed and video recorded and that recording will be available thereafter for public view for 180 days.

J. J. WILKINSON,  
Clerk to the Council,

9 June 2022

BUSINESS		
1.	<b>Welcome and Apologies</b>	2 mins
2.	<b>Minute</b> (Pages 3 - 10) (a) Consider Minute of Meeting of 3 March 2022. (Attached) (b) Consider Action Tracker. (Attached)	5 mins
3.	<b>Community Planning Partnership Task Group - Improvement Plan Update</b> (Pages 11 - 24) Update by SBC Director Resilient Communities and Communities & Partnership Manager. (Discussion paper and appendix attached)	40 mins
4.	<b>Update on Third Sector Interface</b> (Pages 25 - 36) Presentation by The Bridge Executive Officer. (Attached)	20 mins
5.	<b>Any Other Business</b>	5 mins
6.	<b>Next Meetings</b> The next meetings of the Strategic Board are due to be held online via Microsoft Teams at 2:00pm on: <ul style="list-style-type: none"><li>• Thursday 8 September 2022</li><li>• Thursday 17 November 2022</li></ul>	

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## **NOTES**

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

Councillor Caroline Cochrane (Chair)  
Ms Angela Cox, Borders College  
Councillor John Greenwell  
Prof. Russell Griggs, South of Scotland Enterprise (Karen Jackson attending)  
Councillor Scott Hamilton  
Ms Karen Hamilton, NHS Borders  
Mr Robin Hill, RSLs  
Mrs Marjorie Hume, Third Sector  
Councillor Euan Jardine  
Chief Superintendent Catriona Paton, Police Scotland  
Ms Hilary Sangster, Scottish Fire and Rescue Service  
Russel Griggs, South of Scotland Enterprise  
Councillor Elaine Thornton-Nicol  
(only 3 out of 5 SBC Councillors are required to attend)

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### **Copies also sent for information to:-**

Mr David Alexander – Eildon Housing  
Mr Jamie McDougall – Scottish Government  
Ms Anna Griffin – SEPA  
Mr Crispin Hill – Nature Scotland  
Mr David Gordon – Waverley Housing  
Ms Shona Mitchell – Skills Development Scotland  
Mr Colin McGrath – Scottish Borders Community Council Network  
Mr Bill White – Live Borders

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Please direct any enquiries to Jenny Wilkinson, Clerk to the Council  
Tel: 01835 825004 Email; [jjwilkinson@scotborders.gov.uk](mailto:jjwilkinson@scotborders.gov.uk)

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## SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD

**Date:** 3 March 2022 from 2.00 to 3:40 p.m.

**Location:** Via Microsoft Teams

**Attendees:** Councillor Rowley (Chair), Councillor S. Bell, Ms A. Cox (Borders College), Chief Insp. V. Fisher (Police Scotland), Councillor C. Hamilton, Mrs K. Hamilton (NHS Borders), Mrs M. Hume (Third Sector), Mr K. Langley (Fire & Rescue Service), Ms M. Meldrum (RSL representative), Mr R. Roberts (NHS Borders), Councillor G. Turnbull.

**Also in attendance:** Chief Executive, Director Resilient Communities, Communities and Partnership Manager, Clerk to the Council (all SBC); Dr T. Paterson (Public Health), Mr J. McDougall (Scottish Government).

### MINUTE AND ACTION POINTS

#### 1. WELCOME AND APOLOGIES

Councillor Rowley welcomed everyone to the meeting. Apologies had been received from Councillor Tatler (SBC) and Prof. Griggs (SOSE).

#### 2. MINUTE

2.1 Copies of the Minute of 18 November 2021 had been circulated.

#### DECISION

**AGREED to approve the Minute.**

2.2 Copies of the Action Tracker for the Strategic Board had been circulated.

#### DECISION

**NOTED.**

#### 3. COMMUNITY PLANNING PARTNERSHIP REVIEW PROGRAMME & DRAFT IMPROVEMENT PLAN

3.1 With reference to paragraph 3 of the Minute of 18 November 2021, copies of an update paper on the Community Planning Partnership Review and a Draft Improvement Plan had been circulated. SBC Director Resilient Communities, Mrs J. Craig, gave a presentation on progress with the Review:

- Review update – a questionnaire had been issued to all partners at the end of November to inform the CP workshop agenda. The workshop, hosted by the Improvement Service, took place on 17 January 2022 and aimed to start developing a draft CPP Improvement Plan. Three main areas of focus came out of this for the Improvement Plan: prioritisation, governance and performance.
- Action 1 (Prioritise) – officers aimed to refresh the Community Plan to account for significant changes in the operation landscape as a result of the pandemic. Proposals to achieve this included establishing a Working Group to support the Programme Board in its work, with a shorter time target to reduce the Plan to a

number of key priorities and report to the Strategic Board in June 2022. A key focus would be to gain insight from partners on lived experience. In tandem, all partners would be involved in place making and the outcomes from those discussions would feed into the refresh of Locality Plans and the Community Plan. Engagement would take place with communities and a further report provided to the Strategic Board in September 2022.

- Action 2 (Governance) – a review was currently underway on the current Community Planning Partnership structures and processes in relation to effective decision making to ensure they were fit for purpose. A Working Group was being established to consider options; with partners surveyed during February and March to establish what had worked well during the pandemic; identify best practice, including the views of partners who were involved in multiple Community Planning Partnerships; a peer review to be carried out via the national network, assisted by the Improvement Service. A workshop would be held to develop the future structure which would be aligned to the Plan and priorities and reports would be provided to the Strategic Board in June and September 2022.
- Action 3 (Performance) – work would be carried out to ensure the Community Planning Partnership’s long term outcomes were supported by a performance framework in which progress could be measured in the short and medium terms. Once priorities had been agreed, the accountability of partners for reporting would be clarified. A Task Group would be established to develop a core number of key performance indicators along with a consistent way of measurement. An evaluation process would be established which would include lived experience and a clear approach to public performance reporting. A report would be brought to the Strategic Board in September 2022.

3.2 The Programme Board at its meeting on 9 February had agreed the Draft Improvement Plan. It was recognised that delivery of this would require both leadership and resource investment, with all partners having a key role. A Task Group was being established to progress the work required. Netta Meadows emphasised one really important point which came out strongly in the workshop held in January that as the overall Plan was being refreshed, the focus would be on the outcomes we were trying to achieve and that is what we would measure. This would not be easy to do and it would be a challenge to get those outcomes right, ensure they remained at a strategic level, but a collective approach would help. It would be better to do a few things well rather than attempt to do many things badly. By having a clear framework and approach to deciding what the main priorities were, the links could be mapped out along with the dependencies. The Regional Economic Strategy outcomes could also be considered as part of this work. Marjorie Hume commented on the need for the Community Planning Partnership to consider how it looked to others externally. Too much information did not work well for communities. It was hoped that the Partnership would have the same priorities as communities as that would achieve greater input and realisation from communities. Jenni Craig confirmed she would send out details of the Working Group to ensure all partners were represented.

**DECISION  
AGREED to:**

- (a) note the progress made in relation to the Review;**
- (b) approve the Draft Improvement Plan; and**
- (c) the proposed partnership approach to deliver the Improvement Plan and the relevant timescales.**

**4. PLACE MAKING UPDATE**

4.1 With reference to paragraph 8 of the Minute of 4 March 2021, copies of a presentation with an update on Place Making had been circulated. Naomi Sweeney, SBC Project Manager, advised that there had been presentations and discussions at all the Area

Partnerships since Spring 2021. Facilitated Area Partnership workshops were planned for 14 and 26 March 2022 which would allow an understanding of place making, agreement to a memorandum of understanding and prioritisation of communities. During 2022/23, a Forward Plan would be developed which would include prioritised communities and Borderland target towns. The role of the Area Partnerships was to agree and monitor actions and themes, Locality Plans and their delivery, while also considering future priorities. In terms of implications for the CPP review, the place narrative looked at what was good/a strength; what and needed to change, where and why; what changes would make a difference; and what opportunities existed. A vision and objectives would be developed along with priorities, projects and action plans. Learning from place plans would allow common themes to be recognised between communities, localities and the wider Borders. This would contribute to the refresh of the Community Plan and the Borderlands Towns Investment Programme. Project development and delivery would need to be considered alongside service planning and delivery, and by securing funding a project pipeline would then be ready to roll out.

- 4.2 Cllr Bell referred to outcomes and asked for clarification on the output from the place making process. There was some confusion around the definition of place making which for some communities was a process to feed into the Local Development Plan, while another could view it as a developing a better understanding of how everyone worked together. A Locality Plan in Community Planning terms was based on reducing inequalities. Ms Sweeney advised that place making was an ongoing consultative process. Workshops were being held to establish 15 place plans for this year, with the aim of having plans for the 69 Community Council areas thereafter. Four of the plans related to Borderlands funding and were being produced quickly. It was very much around working with the capabilities and capacity of communities to produce the rest. Some communities were keen to proceed while others would require support. The terms 'place making' was confusing but a local place plan looked at the objectives of a community and the actions needed to join these up. There was no prescriptive way to put together a place plan so they would vary. Cllr Bell sought further clarification on the outputs for locality plans and those in place plans. Cllr Rowley advised that different communities had different views on this, with some communities doing place planning themselves to determine how their communities would evolve and develop and what they needed in terms of services, etc. The SBC Director Resilient Communities further advised that there was no definitive answer at the moment as there would be different outputs from different communities so this would need to come back to the Community Planning Partnership for further discussion. The aim was to progress a different way of working and for our communities to decide their own priorities, with partners then working alongside them to achieve these. There were currently multiple funding opportunities. There did seem to be some confusion between place plans and the links to Local Development Plan/the planning system so a piece of work would be carried out to try to provide clarity. The SBC Chief Executive confirmed that there was no consistent approach but this could be seen as a measure of success as communities would be different and outputs/outcomes would be different in each case. Place shaping did need to be community led and outcomes did need to match. Ms Sweeney confirmed that more joined up work was needed by partners in our communities so that communities were leading with a bottom up approach rather than being dictated to by others, pulling a community together with a joined up approach. Mrs Hume added that it would be vital to do it with the people and not for the people.

**DECISION  
NOTED.**

**5. CLIMATE CHANGE ROUTE MAP**

- 5.1 Michael Cook, SBC Policy Officer, gave a presentation on the Climate Change Route Map which, although it was an SBC-led document, had an absolute focus on partnership and collaboration. The presentation covered:

- Scope of the route map – aligned with Scottish Government net zero emissions target of 2045, with interim targets for reductions of 75% by 2030, and 90% by 2040. The route map was a long term plan with phased definition and delivery (Phase 1 was 2022/24). There were 5 themes: resilience, transport, nature based solutions, energy and waste management.
- Route map milestones and actions – each of the 5 themes set out a clear objective, purpose and milestones, with priority actions identified for each theme which were due to be approved by Council at the end of March. Actions would constantly evolve, shaping a strategy and framework for the future.
- Net Zero action within CPP – a number of points were given for discussion: the role of the CPP in delivering Climate Change Route map actions; how to embed Net Zero imperatives; the need for training; and governance of Net Zero within the CPP.

*Note: Councillor Rowley left the meeting at this point and Councillor Carol Hamilton assumed the Chair.*

## 5.2 Members discussed the following aspects of the presentation:

- We needed to change people's behaviours and habits through knowledge and training and work out how we lived as a community. Borders College had received £380k to lead on a Net Zero project and all schools, social landlords and others will have free access to training, so there was an opportunity to broaden that out and work with partners. It was what we do differently in our day to day lives that changed the habits of our students, etc. particularly around sustainability.
- Climate change governance was being developed in the context of place making and discussions with partners going forward. Thinking of carbon literacy and where organisations needed to be in terms of their thinking, about 60% of getting ultimately to Net Zero was about behaviour change so it was vital to strengthen the whole dialogue with communities and each other.
- While the CPP was saying that communities would be driving priorities, but they themselves may not see climate change as a priority.
- Climate change needed to be understood as a priority for the CPP and each individual organisation had a responsibility not only to take this forward individually but to make connections to take this forward collectively. This needed to be a continual agenda item focussed on connecting actions.
- While there was self-determination by communities, organisations also had a leadership role and a high level Advisory Group, with the CPP providing leadership and momentum, would help operational interfaces being put in place. This could be developed further over the summer.
- Community funding had been made available to BAVS to help deliver zero emissions community transport by 2025 and a pilot for electric bikes was currently underway in Duns, before the pilot would move to Reston.
- It was encouraging to have this level of conversation, with a lot going on to develop carbon literacy training, working with SOSE and Dumfries & Galloway Council. Ultimately this needed embedded in everyday work.
- The power of young people in driving the climate change agenda forward should not be underestimated. They could be champions in our communities.
- There were 20 programmes free of charge that business owners or individuals in business could enrol for free of charge, with 270 individuals already signed up. Every young person in the Borders at school would have carbon literacy training.

## **DECISION NOTED.**

*Note: Councillor Bell left the meeting at this point.*

6. **ALCOHOL AND DRUGS PARTNERSHIP ANNUAL REPORT 2020/21**

Copies of a report giving an update on the contents of the Alcohol and Drugs Partnership (ADP) Annual Review and highlight Annual Report 2020/21 had been circulated. Tim Patterson, Director of Public Health introduced the report and Fiona Doig, Head of Health Improvement/Strategic Lead ADP, presented the key points. The highlight Annual Report showed positive progress in many of the reporting areas and progress in relation to areas for improvement identified in the ADP Strategic Plan 2021-2023. Prevention of drug related deaths remained a priority for all ADP partners. Extraordinary efforts had been made to meet and keep engage with people most at risk during the pandemic, with a great deal of effort made across the services. In response to a question about a lack of mental health support, Ms Doig advised that people who had experienced trauma or adverse childhood events were more likely to misuse drugs/alcohol and come to harm. Children who grew up in families where that happened were also more likely to become users. The Third Sector could refer people directly and a clinical psychologist worked in the community. The challenge for mental health services coming out of the pandemic was to take on new clients and funding had become available to increase the skill set within the Third Sector to help those with mental health issues.

**DECISION  
NOTED.**

7. **ANY OTHER BUSINESS**

Marjorie Hume advised that the Third Sector Interface was going through a transformation in the next 4 months and it was hoped to bring an update to the Board at the June meeting.

**DECISION  
NOTED.**

8. **NEXT MEETING**

The Strategic Board noted that its next meeting was scheduled to take place on 16 June 2022 at 2pm. This meeting would be held via Microsoft Teams and would be livestreamed.

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**SCOTTISH BORDERS COUNCIL**

**ACTION SHEET**

**COMMUNITY PLANNING STRATEGIC BOARD - November 2012 onwards**




Notes:-

Items for which no actions are required are not included

NO.	MINUTE PARAGRAPH NUMBER, TITLE AND DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
<b>3 March 2022</b>				
No actions.				
<b>18 November 2021</b>				
1. Food Growing Strategy	Para 4.2 – action (b) AGREED that Partner members reflected the Strategy and Aciton Plan within their own organisational plans and considered how this could contribute to community planning objectives in relation to land use, climate change, health and wellbeing, and community resilience.	All	All	
	Para 4.2 – action (c) AGREED to collaboration between CPP partners to identify resources (land, utilities, funding streams, skills development) to develop community capacity and enable access to community food growing.	All	All	
	Para 4.2 – action (d) AGREED to receive an annual report and also an interim report in 6 months, on the progress of the Food Growing Strategy and Action Plan.	SBC	John Curry	Interim report due June 2022 – now to come in September 2022.
	Para 4.2 – action (e) AGREED to consider the longer term evolution of the Community Food Growing Strategy and how shared objectives may be reflected in the next refresh of the CPP Community Plan.	SBC	Jenni Craig	Consideration underway.

NO.	MINUTE PARAGRAPH NUMBER, TITLE AND DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
3. Anti-Poverty Strategy and Action Plan	Para 6 – action (b) AGREED that members of the Community Planning Partnership reflected the Strategy and Action Plan within their own organisational plans and considered how this contributed to community planning objectives.	All	All	
	Para 6 – action (c) AGREED to collaboration between CPP Partners to identify resources to deliver the Strategy and Action Plan where appropriate.	All	All	
	Para 6 – action (d) AGREED to receive an annual report of the Anti-Poverty Strategy Action Plan.	SBC	Jenni Craig	Due in November 2022
<b>9 September 2021</b>				
1. Human and Economic Cost Modelling	Para 5.2 – AGREED to note the presentation on Human and Economic Cost Modelling and to receive an update on progress in due course.	The Promise	Fraser McKinlay	To be confirmed
2. Community Learning and Development Partnership Plan 2021-24	Paragraph 6 – action (d): AGREED to receive an annual report on progress of the Plan.	SBC	Lesley Munro	Due September 2022.

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

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**CPP Task Group - Improvement Plan Update**

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**16 JUNE 2022**

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**1 PURPOSE AND SUMMARY**

- 1.1 The CPP Strategic Board agreed at its meeting on 9th September 2021 to a review of the Community Planning Partnership, and requested that this review was to be concluded by the end of 2021 with outcomes presented to the CPP Strategic Board in the Spring of 2022.
- 1.2 The Board agreed a CPP Improvement Plan on 03 March 2022 (Appendix A) which included 3 main areas of action – **Prioritise, Governance and Performance**. This report provides an update of the progress that has been made to date in relation to the actions within this Improvement Plan.

**2 RECOMMENDATIONS:**

- 2.1 **I recommend that the Community Planning Partnership Strategic Board:**
  - a) **considers and provides feedback to the proposed revised themes and priorities detailed at Section 4 to reflect the findings of the CPP Task Group work to date (including the key priorities that are emerging from the public survey);**
  - b) **agrees that a draft Work Plan is developed over the summer for consideration by the Joint Programme Board in August 2022 before being presented for approval to the Strategic Board in September 2022;**
  - c) **notes that a further report on a CPP Governance Structure and Performance Framework which reflects the Work Plan will also be considered by the Joint Programme Board in August 2022 before being presented for approval to the Strategic Board in September 2022;**
  - d) **notes that in parallel to the Work Plan, a full review of the current Community Plan is being proposed to be undertaken in 2023/24, including a refreshed Strategic Assessment and the Health Needs Strategic Assessment, which will provide an evidence base for future changes to the Community Plan; and**

- e) notes that this may/will require formal agreement of individual partners through their own governance arrangements.**

### 3 IMPROVEMENT PLAN UPDATE:

- 3.1 The current Community Plan & Action Plan (also known as the Local Outcomes Improvement Plan - LOIP) was approved in May 2018. It set out how the Scottish Borders Community Planning Partnership would work with local communities, businesses and community groups to plan and deliver better services and improve the lives of people who live in the Borders.
- 3.2 The 2018 Community Plan is based on four themes:
- Our Economy, Skills and Learning
  - Our Health, Care & Wellbeing
  - Our Quality of Life
  - Our Place
- 3.3 Within these themes were 15 outcomes, which reflected both the aims and ambition of our communities and the strategic landscape of the Borders at that point in time. A Performance Framework to monitor progress within the was also developed in parallel to the 2018 Community Plan and Action Plan, and this Performance Framework will also be revised in line with the new arrangements.
- 3.4 The CPP Strategic Board agreed at its meeting on 9th September 2021 to a review of the Community Planning Partnership, and requested that this review was to be concluded by the end of 2021 with outcomes presented to the CPP Strategic Board in the Spring of 2022.
- 3.5 The Board agreed a CPP Improvement Plan on 03 March 2022 (Appendix A) which included 3 main areas of action – **Prioritise, Governance and Performance** and that a CPP Task Group should be formed to progress the Improvement Plan.
- 3.6 The CPP Task Group met on 14 March 2022 to consider and progress the first Improvement action –
- Rapid review of existing Community Plan Action Plan and reduce to a few key priorities
  - Strong community engagement piece needed with our communities
  - Clear framework for discussion for community engagement
  - Gather insights from those in delivery roles in front-line positions about their experience and working relationships developed during the pandemic
- 3.7 The Task Group considered the 2018 Community Plan & Action Plan and the current Key Priorities Action Plan themes with a view to reducing and simplifying them. It was also agreed that an online public survey should be created to begin engagement with communities to ask what their key priorities were and the initial findings would be used to inform both the WorkPlan and the place making approach.
- 3.8 The Task Group met again on 9 May and after considerable discussion , agreed that the full impact of the pandemic, the climate emergency, the lack of up to date national statistics/data and the emerging cost of living

crisis is not yet fully known or understood, and that a Work Plan should be drafted in parallel to a full refresh of the Community Plan being undertaken in 2023/24, which will take into account all of these factors and enable a robust evidence base to be built to support and assist decision making.

3.9 In relation to the public consultation, the findings so far indicate the key priorities for our communities are as follows:

1. Making sure everyone has enough money to live on
2. Feeling well – both physically and mentally
3. Increasing the range and availability of sustainable transport / creating better employment opportunities

3.10 In light of all of the above consideration and discussion, the Key Priorities Action Plan will be modified and renamed the CPP Work Plan to address the current shift in the strategic context for the Borders and the known impact and effects of the pandemic and cost of living crisis – particularly in relation to the increased risk of poverty and inequality.

3.11 In taking this proactive approach, the CPP Task Group can also consider and include the parallel work currently taking place in relation to place making and the creation of local Place Plans which are being undertaken by Area Partnership Working Groups, and allow these Place Plans to be formed in conjunction with a refreshed Strategic Assessment and the Health Needs Strategic Assessment, and enable further engagement work to be undertaken to ensure that community views are included.

3.12 The Partnership has also considered presentations on Poverty, Child Poverty, Climate Change and The Promise in recent months, and has recognised that the need for a fair, sustainable and more resilient place to live is greater than ever before. By bringing all of this work and information together, we will have a robust evidence base on which to refresh the current Community Plan in 2023/24.

3.13 The CPP Work Plan and the refreshed Community Plan will be simplified to ensure that they can be understood by all, and therefore can be revisited more easily in future to respond and take into account the biggest issues affecting the Scottish Borders and act on what we need to prioritise.

#### **4 PROPOSED WORKPLAN – 4 THEMES**

4.1 The shift in focus from the existing themes and outcomes of the current Community Plan and the proposed new themes are set out below and reflect the response to the need of increased risk of poverty and inequality, with greater emphasis on systemic change and increased empowerment.

4.2 The 4 revised and simplified themes are:

1. Enough money to live on
2. Access to work, learning and training
3. A good place to grow up and live in
4. Enjoying good health and wellbeing

- 4.3 **Theme 1 & 2 – Enough money to live on & Access to work, learning and training:** There are a number of key partnerships groups with strategies and plans in place to support the delivery of this theme – Regional Economic Partnership, Economic Development Group, Local Employability Partnership and the Children and Young Peoples’ Leadership Group. The priority actions being considered include a focus on identifying gaps and barriers in education, employment and training in order to procure or develop provision to meet the needs of people in the Borders, and for the CPP to ensure effective referrals amongst agencies to support those most in need.
- 4.4 Similarly for **Theme 3 – Enjoying good health & wellbeing:** there are a number of key delivery partnerships including the Health & Social Care Partnership, Public Health Team and the Drug & Alcohol Partnership. Proposed key actions could include a commitment to health in all policies (including mental health), and for partners to commit to these actions thus acting as champions by advocating to reduce health inequalities which form part of the overarching outcome of reducing inequalities of the CPP.
- 4.5 For **Theme 4 – A good place to grow up and live in:** Partnership groups include the Community Justice Partnership, Economic Development Board, Borders Housing Network and Police, Fire & Safer Communities Board. Actions will be focussed on taking a more holistic approach to creating vibrant, safe and healthy places to live, supporting people to achieve strong, active resilient and sustainable communities. Tackling climate change in order to value, protect and enhance our local environment and nature, so that the Scottish Borders can be enjoyed now and by future generations.
- 4.6 Consideration will also need to be given to increasing the range and availability of sustainable transport which has been highlighted as a key priority within the public survey.
- 4.7 Within this landscape and context, a key feature of the proposed CPP WorkPlan will be of working in partnership to deliver services which address the needs of communities and build on the learning from the pandemic of how the public, third and community sectors can work differently to deliver positive outcomes and increase resilience.
- 4.8 It is acknowledged that these revised themes and actions may not impact directly on the work of all partners, but it is important that the priorities are meaningful and add value to the work of the Partnership as opposed to reflect existing work. Consideration has also been given to the Anti-Poverty and Child Poverty Strategies and Action Plans.
- 4.9 To support the proposed WorkPlan, proposals in relation to the CPP Governance Structure and a Performance Framework will also be reviewed and updated to reflect this wider context and increased risk of poverty and inequality, and brought to the Strategic Board in September 2022 for approval.
- 4.10 The primary focus of the new Work Plan remains to tackle increasing poverty and inequality which is the most critical challenge faced by both our communities and community planning partners in the Borders

## 5 NEXT STEPS

5.1 On the assumption that these proposals are approved by the Strategic Board in June, the following next steps are outlined:

- The CPP Task Group will continue to progress the CPP Improvement Plan, developing a Work Plan, Governance Structure and Performance Framework which reflects the Work Plan.
- A timetable is developed by the CPP Task Group over the summer which sets out the required resources, key actions, strategic assessments, continued community engagement and milestones that need to be undertaken in order to refresh the current Community Plan in 2023/24, and which will provide a robust evidence base on which decisions can be made

5.2 The above will be required to be brought to the CPP Joint Programme Board in August 2022 for consideration, and onwards to the Strategic Board for approval in September 2022.

### Approved by

**Name Jenni Craig**

**Title SBC Director Resilient Communities**

### Author(s)

Name	Designation and Contact Number
Jenni Craig	Director, Resilient Communities
Shona Smith	Communities and Partnership Manager
Clare Malster	Participation Officer





## Scottish Borders Community Planning Partnership

### Improvement Plan – March 2022

Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<p><b>1. Look to refresh the Local Outcome Improvement Plan (LOIP) to account for significant changes in the operating landscape as a result of the pandemic.</b></p>					
<p>1. Rapid review of existing Local Outcome Improvement Plan /Locality Plans and reduce to a few key priorities. Reflect on existing themes/outcomes and use as a basis for discussion with community. Refresh through lens of local area plans/Regional Economic Strategy (RES).</p>	<p>Programme Board to lead on this supported by development of sub-group/working group.</p>	<p><b>Risks</b></p> <p>If community engagement is not done well, there is a risk of ‘community fatigue’.</p> <p><b>Costs</b></p> <p>To avoid duplication in community engagement, the process could be split by partner and/or locality to ensure targeting of resources. Can this be tagged onto existing</p>	<p>June 2022</p>	<p>Review is completed and basis for discussion with community developed.</p>	<p>A LOIP that is relevant post-pandemic and reflects community priorities with a clear plan going forward to deliver change. The LOIP is owned by and adding value to communities, working with them across the Borders. The CPP is a recognisable entity.</p>
<p>2. Strong community engagement piece needed with the</p>	<p>All partners engaged in this process (thematically and/or</p>	<p>Can this be tagged onto existing</p>	<p>September 2022</p>	<p>Key priorities have been co-produced with the community with</p>	

<p>Scottish Borders community to identify priorities that take account of the new environment and to co-produce these. Ensure language is clear (keep jargon free) and that hard to reach groups are included, with importance of rural areas recognised.</p> <p>Need a clear framework for discussion (of what direction could be) for community engagement.</p>	<p>locality based). Similar approach to RES where a cross-section sub-group set up to work with key officers on the detail to develop process of engagement/review content, etc. Overseen by Programme Board.</p>	<p>engagement processes?</p>		<p>LOIP refreshed/developed.</p> <p>Simplified output of what actions are being progressed are to be monitored in the performance framework (Improvement Action 1), where progress can be measured in the short and medium term.</p>	
<p>3. Gather insights from those in delivery roles in front-line positions about what their experience and working relationships developed during the pandemic have been and what should now be done differently.</p>	<p>Programme Board to lead on this supported by development of sub-group/working group</p>		<p>June 2022</p>		

Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>2. Review current CPP structures and processes in relation to effective decision making to ensure they are fit for purpose.</b>					
1. Feedback from partners in relation to what is working and what's not working.	Shona Smith & Shona Mitchell	<b>Risks</b> <ul style="list-style-type: none"> <li>• Change of roles – change management principles applied.</li> <li>• Good working relationships established during pandemic – need to hold onto them.</li> <li>• Don't want to lose the good learning during covid and doing things differently.</li> <li>• Not going back to previous ways of working.</li> <li>• Capacity will have to be considered in long term.</li> </ul>	End of February 2022	Output from survey	Decision making and effective structure  (including membership) that is fit for purpose

		<b>Costs</b> <ul style="list-style-type: none"> <li>• Opportunity costs in undertaking review.</li> <li>• Identify contributors and have mechanisms in place to ensure things work better.</li> </ul>			
2. Understanding what exists elsewhere – best practice & what’s working well in other areas.	Shona Smith, Shona Mitchell & Vinnie Fisher			Better understanding of best practice and CPP landscape.	
3. After priorities reviewed then structure development to follow via workshop.	All partners – workshop/IS		Post-election: May 2022	Output from workshop and draft	
4. Peer review – other CPP partners across national network.	Shona Smith – CPP National Network/ can IS facilitate?		First cycle of CPP meetings after May elections	Feedback and assurance	Evidence of more representation and baseline to compare
5. CPP Programme Board to receive outline findings and proposals before presenting to Strategic Board.	Outcome of workshop to Joint Programme Board – Strategic Board				

6. Other CPP partners & key stakeholders – right contributions and have opportunities to contribute. Requires clarification.				Align to priority timescales.	
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Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>3. Ensure the CPP's long term outcomes are supported by a performance framework which progress can be measured in the short and medium term</b>					
1. Clarify CPP priorities - Align outcomes to priorities of communities and then ensure we are measuring progress	Council oversee framework with partners feeding in ?	<b>Risks</b> If improvement action not implemented: <ul style="list-style-type: none"> <li>• Negative publicity – loss of public confidence.</li> <li>• Partnership not being effective as it could be.</li> <li>• CPP continues as is – change isn't implemented.</li> </ul> <b>Costs</b> <ul style="list-style-type: none"> <li>• Evaluative work – Needs to be done properly.</li> <li>• Capacity for implementing action – Partners need to play their</li> </ul>	Progress on this improvement action will be dependent on timescales of above actions  Overall improvement action should aim to be implemented by summer 2022.	Clear CPP priorities with clear understanding of how priorities will be measured.	Our communities and partners are clear on the progress and impact against the identified key priorities.
2. Clarify accountability of partners for achieving priorities.				Partner organisations clear on their responsibility for achieving outcomes.	
3. Establish top KPIs that will be reported on regularly to monitor progress through identified milestones.				KPI framework established.	
4. Agree parameters of measuring KPIs – ensure all partners are measuring the same way.				Clear parameters for measuring KPIs agreed by partners.	
5. Qualitative measures – evaluation				Evaluation framework established.	

<p>infrastructure needs to be put in place. Ensure lived experience is captured to use as evidence in addition to data.</p>		<p>part, need to commit resource.</p> <ul style="list-style-type: none"> <li>• Invest in increasing profile of CPP.</li> </ul>		<p>Benefits realisation workshop undertaken to ensure members understand longer term outcomes to inform evaluation work.</p>	
<p>6. Ensure public performance report is clear and contains a concise narrative about what the CPP is trying to achieve.</p>				<p>Clear timescales in terms of reporting function – schedule of reporting and updates to Board. This should be built in across the partnership and to the public.</p>	

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**Borders**  
THIRD SECTOR INTERFACE

## **BORDERS THIRD SECTOR INTERFACE REIMAGINED**

# The Borders Third Sector Interface (BTSI): Our Role



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## **Intelligence**

We provide support, learning and development opportunities for both individuals and organisations. The Borders TSI partners offer specialist services tailored to the third sector needs. We share intelligence through our monthly newsletters, via regular emails and news alerts on the website.

## **Voice**

The Borders Third Sector Interface acts as a key channel of communication between third sector organisations and statutory bodies. We are a point of consultation on community and voluntary sector issues and regularly attend strategic meetings at all levels.

## **Networking**

Acting as a link between the 'boots on the ground' and statutory bodies and decision makers. Our regular third sector forums bring together individuals and organisations around themed conversations which are also an opportunity for collaborative working.

## **Capacity**

We provide wide ranging development and management assistance to third sector organisations to help develop their capacity to provide services within the community and achieve positive change. This includes setting up a new organisation; funding bids; drafting a constitution or other governing document and developing volunteering capacity.

# The Partners:

In the Scottish Borders the local TSI is a partnership which was comprised of 4 partners:

**Berwickshire Association for Voluntary Service, The Bridge, Volunteer Centre Borders & Scottish Borders Social Enterprise Chambers (SBSEC)**

The partners are undertaking work to create a different structure to deliver the TSI

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SBSEC took the opportunity through that process to seek an SLA as opposed to being a full partner. The remaining partners are delighted to have them as a delivery partners through an SLA, the details of which are being agreed



**The Bridge**



The Scottish Borders Community Development Company T/A The Bridge, operates from three local community resource centres in Peebles, Jedburgh and Galashiels. This covers the geographical localities of Tweeddale, Eildon, Cheviot and Teviot & Liddesdale.

- **Community Development:** Support to local third sector organisations, community groups and grassroots organisations. Providing organisational support via 1:1 tailored guidance in all aspects of governance, legal structure, charity status and compliance, guidance on constitutions, business planning including financial planning, assistance with funding applications and guidance on funding streams available.
- **Communications:** On-going provision of relevant information by direct email bulletins to our members/statutory partners/key partner third sector/voluntary organisations/village halls.
- **Joint work and Partnerships:** asset transfer requests, participation requests, Right to Buy and community buyouts. Working with Community Land Scotland, COSS and SOSE. Hosting third sector thematic forum meetings and network working meetings.
- **Village Halls & Community Councils support:** Secretariat to Scottish Borders Community Council's Network; Secretariat to 3 Federations of Village Halls, including management of grant programmes for other bodies.
- **Community Transport:** The Bridge operates Teviot, Tweed and Gala Wheels. We have a fleet of 8 accessible vehicles based in Galashiels, Peebles, Jedburgh, Kelso and Hawick. Supporting those with mobility difficulties to access health and social care.
- **Thrift Shops:** Innerleithen and Jedburgh Thrift shops are 100% recycle and reuse. Each shop has a large number of volunteers. Each shop also supports the community transport services and provides an income for community development activities.

Bavs is an independent organisation supporting the third sector since 1971. Our aim is to support, inform, represent and provide services to community and voluntary groups in the Berwickshire. These are the services we provide:

- **Charity Governance & support:** setting up a new organisation; funding bids; drafting a constitution, custodian and distribution of grants.
- **Training:** We hold regular training courses for third sector staff, volunteers and committee members.
- **Building Connections & Fostering Partnerships:** networking events and forums to promote peer support and learning, fostering partnership work for a stronger, more confident and sustainable sector.
- **Independent Examination of Accounts:** service provided to community groups, registered charities with an income of £250,000 or less per year.
- **Village Halls support:** We offer support, secretariat work and grant dispersion to village halls in Berwickshire.
- **Communications:** regular emails to members and monthly newsletters.
- **Community Transport:** door-to-door, affordable transport service to meet individuals' health and social care needs/ electric bike hire pilot scheme.
- **Zero waste shops:** sale of second hand items in Duns, Coldstream and Eyemouth. Income generate supports community transport, training programme and community development.



Established in 2005, our aims are to develop and promote volunteering for all, improve volunteering opportunities, remove barriers to participation and to fulfil the five national outcomes of the Volunteering For All National Framework set out by the Scottish Government. Governed by a board of trustees, the Centre has a team of five part time workers to cover the five localities of the Scottish Borders. Our activities include:

- Undertaking outreach work and attending public events and activities to promote volunteering
- Carrying out regular volunteering campaigns via social media, newspapers, radios and public places
- Meeting up with volunteers to discuss and explore potential volunteering opportunities for them to sign up
- Posting volunteering opportunities on behalf of charities to attract volunteers
- Working with charities/grassroots who support disadvantaged or marginalised groups to encouraging volunteering
- Partnership working and networking with organisations/groups to promote volunteering within the third sector
- Offering good practice, guidance and practical advice on volunteering to the third sector organisations
- Updating our website to keep the public informed of latest news and developments

# Borders TSI Re-imagined



Supported by The Third Sector Unit at the Scottish Government and facilitated by Beverley Francis (Kirkmillan Consulting Ltd), the change programme aims to establish a credible TSI in the Scottish Borders, one that has the confidence of key stakeholders and funders, and the communities and community-based organisations in the Scottish Borders.

- We have established a **steering group** for this work. The group comprises board members from each partner organisation; the Lead Officers of each organisation, and Beverley Francis and associates. The group has agreed: Terms of Reference; Code of Conduct; schedule of meetings; method for shared communications and updates and continues to work through options for the future
- We have established a schedule of **weekly 'catch up' meetings** between all Lead Officers and the change management team
- We have re-initiated **shared communications** on the website and social media and each organisation has communicated an agreed, shared message with their stakeholders
- We are beginning to integrate all TSI functions into individual partner's engagement with their stakeholders
- We have developed a **draft strategy** for 2022 – 23. We are developing a communications and work plan
- We have engaged **legal advice** on the options for a new structure
- We have begun to examine the **impacts of change** on our services, staff and assets
- We have invited the boards of all organisations to an '**All Boards Event**' to hear about the 'Re-Imagined' project's progress and gauge their responses to the future options

# Borders TSI Draft Strategy



## **Our Vision**

‘Making the Borders Better’ through a thriving Third Sector.

## **Our Mission**

‘Creating inclusive spaces that are trusted by our communities and those who serve them to come together.’



## Our Values

- **Bold** - We will be bold in how we represent you and the communities you serve
- **Keeps Promises** - We will always keep the promises we make to you
- **Humble** - We will demonstrate humility in how we work with you and with each other
- **Wise** - We will share with you what we know and nurture the knowledge and skills in others
- **Difference** - We will strive to increase our understanding of difference in our communities and use its strength to change lives

# Borders TSI Draft Strategy

## Our Strategy

Our strategy aligns to:

<u>The Third Sector Purposes defined by the Scottish Government</u>		<u>The Wellbeing Outcomes of the Scottish Borders Council</u>
<ul style="list-style-type: none"><li>• Ensure a strong third sector voice</li><li>• Develop the capacity of the sector to achieve change</li><li>• Be a central source of knowledge about the third sector</li><li>• Provide leadership, vision, and co-ordination</li></ul>	&	<ul style="list-style-type: none"><li>• A clean and green future</li><li>• Fulfilling our potential</li><li>• Strong, inclusive economy, transport, and infrastructure</li><li>• Empowered vibrant communities</li><li>• Good health and wellbeing</li></ul>

# Borders TSI Draft Strategy



**What can we do better, to serve you as a Third Sector Organisation going forward?**

**What do you need from us as a Third Sector Organisation?**

**What else would you like to share?**

# We welcome your Comments, Questions & Suggestions



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@BordersTSI



@BordersTSI



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