

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

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

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

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

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

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

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

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

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

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

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

**HAWICK ACTION PLAN**

**APPENDIX 1 - November 2017**

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

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

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