

**APPENDIX 1**

**Scottish Borders Council**  
**Town Centre Regeneration**  
**Action Plan 2018-19**

Economic Development, Scottish Borders Council,

March 2018

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## **1. Background**

Town centres are an important element of the economic and social fabric of the Scottish Borders. They are at the heart of our communities and help make the Scottish Borders, and each of our towns, distinctive and special. Town centres are a central component of a successful local economy, offering a base for small business and jobs, as well as being at the core of community life. Scottish Borders Council has led and delivered a wide range of town centre regeneration activity in conjunction with local partners and community organisations. Within all of the Borders' main settlements a number of other community led initiatives are being progressed. These tend to be of smaller scale but add significant value and capacity to local community life and local economic development.

## **2. Strategic Context**

Town centres are recognised for the important role they play in the local economy and are highlighted in a number of strategic documents:

**2.1 Scottish Borders Economic Strategy 2023:** The Scottish Borders Economic Strategy 2023 highlights four strategic aims to develop the local economy to one of the best performing and most productive rural economies in Scotland: creating the conditions for businesses to compete; building on our assets; developing the workforce of the future; providing leadership. Each of these aims will be driven by activities and actions developed and delivered within a town centre setting as well as a rural context.

**2.2 Council's Corporate Plan 2018-2023 :** Scottish Borders Council has led and delivered a wide range of town centre regeneration activity in conjunction with local partners and community organisations. Action to support our town centres has also been identified as a priority in the Council's new Corporate Plan for 2018-2023. The Corporate Plan has four key themes including 'Supporting the Borders Economy', which specifically highlights the role and importance of town centres. A sustainable approach to empowering local communities demonstrates the Council's commitment to the regeneration of town centres in the Scottish Borders.

**2.3 New Economic Regeneration Opportunities:** There are three linked opportunities for economic regeneration for the Scottish Borders: the new South of Scotland Economic Partnership, the Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal. These economic regeneration initiatives will enable partners to work more effectively together to address the challenges facing our area along with partners north and south of the Border. There will a key focus on connectivity, business land, premises, skills and community development. The

Scottish Government has also introduced new legislation involving communities (Community Empowerment (Scotland) Act 2015, which will provide new opportunities for local communities.

### **3. Approach to Supporting Regeneration: Town Centre Index**

In 2016, the Council's Executive agreed a new approach to town centre regeneration with a focused approach on priority towns. A Town Centre Regeneration Action Plan was agreed with a targeted use of resources particularly for those town centres which had significant challenges. The priority towns were determined on the basis of a new 'Town Centre Index'. The Index is based on a range of statistics to better understand the situation in each town and to provide a more objective basis for prioritising public sector interventions and investment in town centres. For the Town Centre Regeneration Action Plan, the Council agreed to focus on the least resilient towns. The latest figures for 2017/18, show limited movement in the current status of towns in terms of resilience and therefore the same towns, which are the least resilient, will continue to be the focus for support. The critical change is in relation to footfall. Figures collated in 2017 indicate that footfall figures improved in Jedburgh town centre. The updated Town Centre Index is outlined in Appendix 2.

<b>2016/2017</b>	<b>2017/2018</b>
1= Hawick	1 Hawick
1= Jedburgh	2 Jedburgh
3 Eyemouth	3 Eyemouth
4 Galashiels	4 Galashiels

The Economic Development Team will lead on the delivery of actions, as well as working with Council colleagues, public sector partners, businesses and the community to influence and enable projects to be delivered. There is a need to take a programme based approach that delivers a continuous focus on those priority town centres highlighted in the Town Centre Index as those most in need of intervention and investment. However, this approach also needs to be adaptable enough to take advantage of new opportunities as they arise, whilst making best use of the resources available.

The Town Centre Regeneration Action Plan focuses on projects and activities which aim to have a significant economic impact and benefit within the respective town centres. The key areas which could add value to town centre performance (and link to current major infrastructure projects) have been broadly identified as empty property and key site development; marketing for visitors and businesses; events and tourism development; inward investment and business support; action plan development and Business Improvement Districts. As part of the monitoring process, projects from other towns will be considered and prioritised depending on their respective economic impact and benefit as well as resource availability.

4. Action Plan by Town**Hawick**

Action	Resource	Lead	Outcome	Timeframe	Progress Update
<b>High Street Loan Support Scheme – pilot scheme in Hawick</b>	SBC Business Loan Fund SBC Business Grant Fund Staff time	SBC Economic Development Private sector	No of business units split No. of grants to SMEs	2017-18	A <u>pilot scheme</u> for 2017/18 offering loans to the owners of larger premises to support work to sub-divide into smaller retail units to allow easier for rent and eligible for NDR Reliefs. The Council has made contact with the owners of relevant properties 5 over 2017/18. To date, there has been a limited response from the private sector; and 3 of those properties have since been acquired by new owner with development plans.
<b>Hawick Initial Inward Investment Marketing Pilot</b> <b><u>COMPLETE</u></b>	£ SBC Econ Dev Staff time	SBC Economic Development	No. of contacts No. of visits No. of investments	2017-18	<u>Pilot marketing exercise</u> : Following the Retail Gap Analysis report produced by Rydens, Galbraiths was commissioned in 2017 to undertake a small scale marketing exercise to some of the key targets as a pilot approach. The campaign involved two elements: 1. Promotional Literature – a bespoke marketing brochure with key messages for each town. 2. Direct Sales Campaign – Following research of the key contacts and an update on current vacancies in the towns collated, a bespoke mailout has been undertaken to the key targets and follow up phone calls for feedback.  The feedback indicated some positive notes of interest for Hawick. Within the town centre, a number of properties

Action	Resource	Lead	Outcome	Timeframe	Progress Update
					have been acquired by the private sector for redevelopment or new business opportunities.
<b>Modern business space in the town centre</b>	£ Capital from Scottish Government  Staff time	SBC  Scottish Government  Scottish Enterprise	Area of new business space  No. of FTE jobs created	2017-20	<p><u>Hawick Business Growth Project</u>: 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><u>Former Armstrong’s Building</u> – The Council has acquired the site and is seeking to demolish elements which are beyond repair and redevelop the site as a business incubator hub. The development is anticipated to provide up to 17 business incubator units and potentially create up to 25 FTE additional jobs. Work is progressing on the design stage with a planning application due to be submitted in Spring of 2018.</p> <p><u>Tower Mill, Heart of Hawick</u> - Minor alterations have been completed and LiveBorders continues to market the offices available to attract new business tenants.</p> <p>Since 2017, four further prominent key sites in the town centre have been bought for development by the private sector – the Peter Scott complex of buildings; the former Lochcarron property on Princes Street; the former Glenmac building; and the former N Peal site.</p>

Action	Resource	Lead	Outcome	Timeframe	Progress Update
<b>Small Scale Town Centre Improvements</b>	Aldi Developer Contributions Staff time	SBC Economic Development	Improved signage Pedestrian links Shopfront Grant Scheme	2018-20	Developer Contributions of £18K have been secured from the Aldi Development to town centre improvements. A range of options for the funding have been presented to Elected Members and a final decision will be made in due course.
<b>Town Centre Community Initiatives</b>	£ SBC Econ Dev Staff time	Future Hawick  SBC Economic Development	No. of new projects delivered No. of businesses assisted	2017-19	<u>Hawick: a Film Town</u> : Funding has been granted to the Borders Alchemy Film Group for a feasibility study to determine if a film project can be progressed in Hawick. This could potentially provide production studios, innovative film making and skills training for school leavers.  The focus of this area of work has been on supporting FutureHawick with tourism development activity as below.
<b>Tourism Marketing &amp; Development</b>	£ SBC Econ Dev External match funding / private sector funding SBC Staff time	SBC Economic Development Private sector	No. of marketing initiatives No. of additional visitors Increased	2017-20	<u>Tourism Marketing Follow up</u> : The Council has provided funding support to FutureHawick to engage BrightLight Marketing to carry out the next stage of the tourism marketing plan activity project. Work progressed in October 2017 with a branding concept of "Made in Hawick" developed and agreed by local businesses and stakeholders. This marketing concept is for visitors and locals to promote Hawick on the basis of quality goods manufactured in the town. A range of marketing activity

Action	Resource	Lead	Outcome	Timeframe	Progress Update
			footfall Increased occupancy levels in town centre		will be progressed to implement the brand and promote Hawick to visitors and businesses. Marketing activity includes Brand Development; Print and Distribution; Photography and Video; and Online Marketing.  <u>Signage Audit/ New signage:</u> A sign audit and declutter exercise has been completed to remove old tourism signage. New signage for the upgraded Wilton Lodge Park and upgrading of existing tourism signage will be carried out once branding has been agreed as part of the tourism marketing project above.
<b>Hawick Flood Protection Scheme</b>	£36.4m (capital)	SBC/ Scottish Government  Private sector  Local community		2017-22	The Council approved the final outline design of the flood protection scheme on 2 March 2017. The detailed design and advanced works are progressing and the Project Team continue to proactively engage with the public in relation to both elements. A report was presented to Council at the end of March 2018, requesting delegated authority to commence the land purchase negotiations; to use the appropriate Compulsory Purchase Order powers required; and to allow entry to land for the construction of the Scheme. The completion of the Scheme, currently scheduled for March 2022, will enable further regeneration and development opportunities for the town. There may also be a link to the Innovation Centre above as there may be opportunities around using the river for energy creation.

Action	Resource	Lead	Outcome	Timeframe	Progress Update
<b>Borders Railway Extension Feasibility Scoping Study</b>	Scottish Govt Staff time	Scottish Govt SBC Private sector / Local community	Completed Feasibility Study	2018-19	Transport Scotland is leading the Borders Corridors Study which includes the potential for an extended rail link towards Hawick and beyond. The study is classed as a pre-feasibility study which focuses principally on data collection. The Borders Transport Corridors Study, led by the Scottish Government with lead consultants Jacobs, is the first stage in a process which will look at potential transport improvements for the Scottish Borders. The initial work is due to be published shortly.
<b>A Town Centre Heritage Regeneration (CARS) programme to support the High Street.</b>	£ SBC Econ Dev Staff time	SBC Economic Development SBC Heritage & Design	Development of a TI proposal/ bid	2017-19	The Council commissioned a heritage consultant in October 2017 to undertake initial research on the feasibility /options for a townscape heritage based scheme for Hawick town centre. Council officers have also progressed discussions with potential funders including Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES). Although there are no specific funding programmes currently open, the Council is aiming to progress a CARS Project with a potential application to HES in Sept 2018. This could provide a 5-year programme of targeted delivery and support. Research is currently progressing on key buildings and properties in the town centre to gather the evidence required for a potential funding application.

## Jedburgh

Action	Resource	Lead	Outcome	Timeframe	Progress Update
<b>Jedburgh Conservation Area Regeneration Scheme (CARS) Proposal</b>	£1,327,000 total £866,500 (HES) £150,000 (SBC Revenue) £50,000 (SBC Capital) £255,500 (private sector)	SBC Economic Development/ SBC Heritage & Design	No. of priority/ historic buildings enhanced  No. of properties improved  No. of public realm improvements  No. of training sessions/ opportunities  No. of people receiving accredited qualifications	2017–22	<p>The Jedburgh CARS project will be delivered over a 5 year period focusing on:</p> <ul style="list-style-type: none"> <li>• Conserving and enhancing key historic properties within the town centre;</li> <li>• A small properties grant scheme;</li> <li>• A small scale town centre public realm work focusing on stonework at Jedburgh Abbey Ramparts in 2019/20.</li> <li>• A training and education programme with work based training in traditional building and conservation skills.</li> </ul> <p>Jedburgh CARS was launched in late June 2017. So far there have been 46 enquiries seeking grant support ranging from minor repairs to full-scale refurbishment and bringing disused floorspace back into use.</p> <p>8 grants have been awarded to date, supporting work to 5 properties in the town centre. (Grant support = £83k with total value of works at £162k). Further applications are expected and will be assessed in a series of rounds. The priority buildings in Jedburgh are progressing, but will require time to develop as they are generally more complex to achieve.</p>

Action	Resource	Lead	Outcome	Timeframe	Progress Update
<b>Jedburgh Visitor Marketing Support COMPLETE 2017/18</b>	SBC Econ Dev Staff time	Private sector External Funding SBC Economic Development	<ul style="list-style-type: none"> <li>• New business / tourism initiatives</li> <li>• Increased capacity within business/ community groups</li> </ul>	2017-18	A tourism group led by local businesses developed a marketing proposal for Jedburgh focused on increasing visitors to the town. The group has updated the town trail brochure; produced a new visitor leaflet, new exhibition displays for empty shops, and produced new visitor banners within the town centre. A linked project has also seen significant improvements to the town website with improved design and additional content. The Group have also been proactive in a town tidy up undertaking small repairs and improvements to visitor areas in conjunction with their local Men’s Shed project.
<b>Jedburgh Visitor Marketing Support 2018/19</b>	SBC Econ Dev Staff time	Private sector External Funding SBC Economic Development	<ul style="list-style-type: none"> <li>• New business / tourism initiatives</li> <li>• Increased capacity within business/ community groups</li> <li>•</li> </ul>	2018-19	The Group are aiming to progress further online content for visitor marketing and expand their distribution of hard copy marketing materials for 2018-19.

## Eyemouth

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update
<b>Town Centre Review</b> <b><u>COMPLETE</u></b>	SBC Econ Dev Staff time	SBC Economic Development SBC Planning CPP Partners V4E Group	Identify and prioritise key economic development projects.	2018-19	<p>Council officers undertook an initial review of the town centre in April 2017 to determine potential project opportunities for town centre regeneration improvements. Any large scale infrastructure improvements are limited due to the presence of major businesses currently operating on Harbour Road in the town centre.</p> <p>A number of development projects for the regeneration of the town centre have been identified – see below.</p>
<b>Eyemouth Burgh Chambers/ Town Hall project support</b>	£ SBC Econ Dev Staff time	SBC Economic Development SBC Planning CPP Partners V4E Group	Identify and prioritise key economic development projects for the regeneration of the town centre.	2018-19	<p>Council Officers have been working with Eyemouth &amp; District Community Trust (EDCT) to support their proposal to develop the Category B listed former Burgh Chambers/ Town hall with a £1.8m project. A proportion of the match funding for the capital redevelopment works had already been secured by August 2017. However, due to significant changes in the membership of the Trust and potential major changes in the community facilities within the town, a decision has been made to put the development plans on hold. Council Officers will consider appropriate remediation/ development works to the building in the immediate term to keep future options open.</p>

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update
<b>Eyemouth Visitor Marketing Support</b>	£ SBC Econ Dev Staff time	SBC Econ Dev Eyemouth CC		2017-19	The Council are supporting Eyemouth Community Council to update the Eyemouth town trail; produce a new visitor leaflet and update the visitor signage around the town centre. Initial design work has progressed with costings. The project will be progressed over the spring/ summer 2018.
<b>Town Regeneration – Major projects</b>	SBC £799k Capital Contribution Staff time	SBC Economic Development SBC Planning SBC Major Projects CPP Partners	Key economic regeneration projects including the town centre.	2017-20	A number of potential projects have been identified by Council officers in conjunction with local stakeholders. The range of projects would contribute to the economic growth, skills opportunities and employment infrastructure in the local economy. This will be presented to the proposed Eyemouth and East Berwickshire Economic Regeneration Working Group for discussion and prioritisation, prior to formal decision by Executive Committee.

## Galashiels

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update
<b>Galashiels Initial Inward Investment Marketing Pilot</b> <u>COMPLETE</u>	£ SBC Econ Dev Staff time	SBC Economic Development	No. of contacts No. of visits No. of potential investments	2017-18	<p><u>Pilot marketing exercise</u>: Following the Retail Gap Analysis report produced by Rydens, Galbraiths was commissioned in 2017 to undertake a small scale marketing exercise to some of the key targets as a pilot approach. The campaign involved two elements: 1. Promotional Literature – a bespoke marketing brochure with key messages for each town. 2. Direct Sales Campaign – Following research of the key contacts and an update on current vacancies in the towns collated, a bespoke mailout has been undertaken to the key targets and follow up phone calls for feedback.</p> <p>The feedback has indicated some positive notes of interest for Galashiels. Within the town centre, a number of properties have been acquired by the private sector for redevelopment or new business opportunities.</p>
<b>Borders Railway Ambassadors Project</b> <u>COMPLETE 2017/18</u>	£ SBC Econ Dev Blueprint funding Staff time	SBC Economic Development	No. of visitor enquiries	2017-19	<p>The Borders Railway ambassadors have been operating between Easter and October at both Galashiels and Tweedbank stations since 2015. They operate at busy periods and during major events. Ambassadors undertake familiarisation trips and receive World-host training in order to effectively assist with visitor enquiries such as access to visitor attractions and local transport</p>

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update															
					<p>services. The Ambassador team is managed day to day by a coordinator based with the Ambassadors at the Transport Interchange. Enquiries average 140 per day during a typical weekend; and the summary for 2017 is outlined below:</p> <table border="1"> <tr> <td>Tourism</td> <td>5837</td> <td>37.33%</td> </tr> <tr> <td>Rail</td> <td>5509</td> <td>35.23%</td> </tr> <tr> <td>Bus</td> <td>3606</td> <td>23.06%</td> </tr> <tr> <td>Other</td> <td>684</td> <td>4.37%</td> </tr> <tr> <td><b>Total</b></td> <td><b>15,636</b></td> <td></td> </tr> </table>	Tourism	5837	37.33%	Rail	5509	35.23%	Bus	3606	23.06%	Other	684	4.37%	<b>Total</b>	<b>15,636</b>	
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<b>Borders Railway Ambassadors Project 2018/19</b>	£ SBC Econ Dev Blueprint funding Staff time	SBC Economic Development	No. of visitor enquiries	2018-19	Plans are being developed to implement a similar Borders Railway Ambassador service for 2018/19, subject to budget availability. It is anticipated that the Galashiels BID project may manage, fund and deliver this project in the future, if it is successful at ballot.															
<b>Galashiels Burgh Yard Development</b>	Staff time	SBC Estates	No. of additional businesses  No. of additional FTEs	2018-19	Due to a range of issues, the Council withdrew missives from Ramoyle Developments Ltd. The Burgh Yard site will be remarketed shortly. It is anticipated there will be a short marketing period as there is still strong interest in the site.															

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update
<b>Galashiels Transport Interchange Promotion</b>	Staff time	SBC Estates	No. of additional businesses  No. of additional FTEs	2017-19	The Transport Interchange will be proactively marketed as part of the Borders Railway Incubator Programme to maximise the opportunities / benefits around the Borders Railway.  <ul style="list-style-type: none"> <li>- No of units available (1 café &amp; 10 office): total 11</li> <li>- No. of units occupied: 6</li> <li>- % of floor space occupied: 43 %</li> <li>- Number of enquiries: 31</li> </ul>
<b>Galashiels Business Improvement District Scotland (BID)</b>	BIDS Scotland £ SBC Econ Dev  Blueprint funding  Staff time	Energise Galashiels	5 year Business Plan  Successful BID ballot	2017-19	Following the recruitment of a project manager in July 2017, consultation is ongoing with local businesses in the potential BID area. The Steering Group has drafted an initial business proposal, which will be used for further consultation. The Steering Group aims to progress to ballot in October 2018. If successful at ballot, the 5-year business plan will be delivered from 1 April 2019. It is anticipated that the BID levy could contribute up to £250,000 per annum for the town centre with additional external funding opportunities.
<b>Galashiels Master Plan Development – Town Centre</b>  <b><u>COMPLETE 2017/18</u></b>	Blueprint funding  Staff time	Borders Railway Blueprint	Master Plan document completed	2017-22	As part of the Borders Railway Blueprint programme, a Galashiels Masterplan has been produced by independent consultants. The Galashiels Masterplan aims to regenerate the town centre, presenting a variety of proposals to encourage people to live, learn, visit and work in the town, as well as attract inward investment through public and private sector funding.

Action	Resource	Responsibility	Outcome	Timeframe	Progress Update
<b>Galashiels Master Plan Development – Town Centre</b>  ONGOING FOR 2018/22	Blueprint funding  Staff time	SBC  Local partners	Additional investment  New businesses  Additional visitors	2017-22	Six key areas of development are outlined in the Galashiels Masterplan to regenerate the town centre. More detailed proposals will be developed in the coming years in consultation with local stakeholders, businesses and the community. External funding will be sought to take forward these initiatives on a phased or complete basis, as appropriate.
<b>Great Tapestry of Scotland, Galashiels</b>	£6,700,000  SBC Capital/Blueprint funding  SG RCGF  Staff time	SBC Major Projects	1 key visitor attraction  No. of additional FTEs  No. of additional visitors	2017-20	The Great Tapestry of Scotland visitor Centre has been awarded £1.18million from the Scottish Government’s Regeneration Capital Grant Fund. This final element of funding will allow the project to commence. The GTS aims to transform a derelict part of Galashiels town centre into a new, bespoke visitor attraction of national importance. It is projected to attract over 50,000 people to Galashiels each year once opened in 2020, as well as creating 16 FTE jobs. In addition, almost £900,000 of extra spending per year is predicted for the local economy, providing 12,000 extra visits to complementary attractions and supporting a further 17 FTE jobs. Demolition of the former Poundstretcher building will commence in late Spring with the new build completed by April 2020. The project aims to work with local businesses and organisations to ensure that the positive opportunities offered by GTS can be maximised.

## **5. Community Planning / Other Partner Activity and Other Regeneration Activity outside the Town Centre**

### **HAWICK**

- Development of Employment land / key business sites – specifically at Galalaw Business Park
- Private sector purchase of former Peter Scott site, former N Peal site and former Glenmac building for redevelopment
- Opening of café at Wilton Lodge Park
- Borders College Campus/ Business Development Centre & Energy Innovation Centre
- Private sector led development at the 3 Stills Distillery on Commercial Road
- Construction of a new build extra care housing development

### **JEDBURGH**

- Development of new intergenerational education campus
- Progress the development of the Category A listed Port House complex proposal.
- Private sector led development at the Mossburn Distillery.
- Construction of a new affordable housing development at Howdenburn [greenfield allocated housing site]

### **EYEMOUTH**

- Eyemouth Town Hall redevelopment project and related community development support activity.
- Development of Eyemouth and East Coast dive tourism product.
- Offshore wind Operations & Maintenance (O&M) opportunities.
- Support the development of a coastal tourism project.
- Construction of a third phase of affordable housing development at Acredale [greenfield allocated housing site]
- Construction of new affordable housing for general needs and also extra care housing at former High School site through an area regeneration/master planning approach.
- Deliver the Forth European Maritime Fisheries Fund FLAG Programme 2014 -2020 (Scottish Borders, East Lothian & Fife).

**GALASHIELS**

- Events & Cycling Development activity – Galashiels/ Central Borders
- Construction of new flats for affordable housing on gap site at Lintburn Street
- Construction of new build extra care housing development on land left undeveloped following construction of the Borders Railway at Langhaugh.

**SELKIRK**

- Completion of Selkirk Flood Protection Scheme.
- Selkirk CARS Town Centre Regeneration project almost complete
- Selkirk Town Centre Streetscape Works under way
- Sir Walter Scott Court House development opportunity Phase 2
- Selkirk Town Centre Business Improvement District (BID) – successful ballot, BID Board now being established