

Scottish Borders Economic Strategy - Updated Action Plan – May 2015

A. Creating the conditions for business to compete

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged & supported					
Business Gateway Start Up Service (Underway)	£141,000 (annual average) 2 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate 65% of these businesses	2015/16 to 2017/18	
Business Gateway / Scottish Enterprise Growth Advisory Services	£141,000 (annual average) 7 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	100 businesses assisted Innovation Exporting Key sectors	2015/16 to 2017/18	Increased focus on growth and key sectors – entry threshold to growth service lowered from t/o growth of £200k over 3 years to £100k over 3 years
Scottish Enterprise Account Management Services (Underway)	Account Managers	Scottish Enterprise	Turnover growth of the current portfolio Increase in Account Managed portfolio	2015/16 to 2017/18	74 Companies are currently account managed
Business Support & Business Gateway Local Services (Underway)	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF	Business Gateway SBC Economic Development	35 target loans and grants per annum – number and leverage 100 'expert help' assists	2015/16 to 2017/18	Local Advisory Services includes business support through advice for loans & grants, Expert Help and specialist advisers on ICT/e-commerce; HR and

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	investment (Revenue)				Access to Finance
Scottish Enterprise – Enterprise and Innovation / SDI support interventions	SE Topic Specialists	Scottish Enterprise	Deployment of SE support products & services to: Acc. Man. Businesses Wider business base	2015/16 to 2017/18	SE / SDI suite of product interventions – available BG or Acc Man businesses with potential for growth
Deliver the South of Scotland Business Competitiveness Project (Underway)	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to September 2015	Project focuses on tourism, food & drink, rural businesses and renewables It will be replaced by a new EDRF investment from October 2015.
Supplier Development Programme – improve SME capacity to compete for any public sector contracts (Underway)	£5,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	5 ‘meet the buyer’ events per annum Increase in number of small businesses tendering for public sector contracts	2015/16 to 2017/18	Linked to Community Benefits Policy implementation – advice and support for businesses, including digital procurement.
NEW ACTION – Deliver Business Gateway ERDF intervention to add scale to local BG Services	£1.05 million from ERDF over 5 years	Business Gateway	Number of ‘growth’ businesses assisted	October 2015 – December 2020	Additional funds from EU for accelerating local business growth – including key sectors focus.

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NEW ACTION – Increase Internationalisation and Exporting Support for growth companies.	Existing BG Advisers and SDI Adviser	Scottish Enterprise Business Gateway	Increase the number of proactive exporters in the Scottish Borders by 25%	2015/16 to 2017/18	Work with Scottish Enterprise to promote and enhance the international / export focus of Scottish Borders' businesses
NEW ACTION – Join the new National Local Authority Loan Fund and launch it to local businesses (including 'Borders Railway Investment Fund').	Match Funding (from SE South of Scotland Loan Fund) + ERDF	SBC Economic Development Scottish Enterprise Business Gateway	Number of loans to businesses Leverage achieved – 1:3	2015/16 to 2017/18	The formation of a national Local Authority Loan Fund enables a strategic intervention from EU ERDF that increases the amount of loan funding available.
NEW ACTION – Establish a new Rural Enterprise and Small Business Scheme, as part of the LEADER Programme, to support farm business diversification and small rural business innovation projects.	EU + Scottish Government Funding Part of LEADER Programme 2014 - 2020	LEADER Local Action Group SBC Economic Development	No. of businesses assisted Innovation	2015 to 2020	Funds will be managed and administered through the LEADER process instead of directly by Scottish Government.
2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment					
Ensure Local Development Plan has adequate supply of employment land (Underway)	No direct cost	SBC Plans & Research	Ha. of available employment land	2015/16 to 2017/18	Local Development Plan at final approval stage – public inquiry Spring 2015.

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Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick) (Underway)	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha of serviced sites	Due for completion June 2015.	
Marketing of Scottish Borders Employment Land sites - existing property portfolio and serviced land sites. (Now Resourced)	£5,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2015/16 to 2016/17	Linked to Inward Investment activity.
Develop 'Central Borders Business Park' (land acquisition and phased development / phased refurbishment). (Now Resourced)	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha serviced sites	2015/16 to 2022/23	<i>Linked to maximising Borders Railway benefits - Borders Railway Blueprint project.</i>
Facilitate development of Eyemouth 'Seafood Technology Park' (Now Resourced)	Market dependent (Capital)	Private sector SBC Economic Development SBC Estates	Ha serviced sites	2013/14 to June 2015	<i>Linked to Eyemouth Harbour Road master plan.</i>

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Project Pipeline – Resources Required					
Caerlee Mill Redevelopment	Market dependent (Capital)	SBC Economic Development SBC Built & Natural Heritage Historic Scotland	Occupancy Rates No. of Jobs created	2013/14 to 2015/16	<i>Consider the need for this action now that the site has been purchased and planning application is being determined.</i>
NEW ACTION – Strategic Employment Land Phase II – Initiate a programme to identify and develop key sites for future servicing / development.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research Scottish Enterprise	Number of potential sites Area of potential sites	2016-2018	<i>Linked to need for new employment land in Galashiels, Peebles and Selkirk.</i>
NEW ACTION – Identify opportunities in Town Centres for new business premises / Business Incubators. Scope out extent of demand, options, costs – consider conversion versus new build costs, look at potential of co-location with other CPP services.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research	Number of potential sites Floorspace of potential sites	2016 + 2017	<i>Potential for small offices in town centres in an incubator space format. Reuse town centre buildings and provide support for micro business.</i> <i>Focus on Hawick and Galashiels initially.</i>
3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure					
Rollout of Digital Scotland Superfast Broadband in Scottish Borders. (Underway)	£8.4m additional SBC investment (Capital)	Scottish Government South of Scotland Alliance SBC Economic	93%+ premises passed 100% basic access	2014/15 to December 2017	CPP Priority Programme. <i>Due for completion in late 2017. Coverage of 93.6% is expected.</i>

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		Development Community Broadband Scotland			
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety. (Underway)	Feasibility/ demand stimulation required (Revenue)	SBC MPs/MSPs Private sector	100% 3G coverage Significant 4G coverage	2013/14 to 2015/16	<i>SoSA lobbying on this issue. Linked to MIP and programmes controlled by UK Government.</i>
Support the re-opening of Reston Station to enhance development of Eastern Berwickshire. (Underway)	Scottish Government (Scottish Stations Fund) 2014/15 (Capital)	Network Rail SBC East Lothian Council	New station open to passengers	2015/16 to 2017/18	<i>Business Case submitted to Transport Scotland and project included in Rail Franchise as a costed option.</i>
NEW ACTION – Building on the National Digital Engagement Programme, deliver demand stimulation and digital inclusion programmes to maximise the adoption of the new broadband infrastructure.	Utilise the national programme resources in the Scottish Borders	SBC Economic Development Digital Scotland Team CREATE Team Business Gateway	Number of businesses using Superfast Number of ‘new user’ households connected	2015 - 2017	<i>Need to consider digital inclusion as well as business take-up.</i>
NEW ACTION – Work with partners to identify solutions that will provide Superfast Broadband access for the final 6% of premises - the most rural areas.	Staff time	South of Scotland Alliance Community Broadband Scotland	Increase in coverage beyond 93.6%	2016 - 2018	<i>Need for activity to ensure that areas missed out by Superfast Roll-out also see improved connectivity.</i>

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Project Pipeline – Resources Required					
Lobby for improvement of key Roads Infrastructure – A1 / A68 / A7	Options appraisal required (Capital)	Scottish Government SBC E&I	Km of road upgraded	2013/14 to 2015/16	<i>Linked to Roads Asset Management Plan & new Transport Strategy. SBBF lobbying priority.</i>
4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food & drink					
Promote and market 7stanes and ‘Cycle Scottish Borders’ product (Underway)	£80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	<i>EU projects complete – exit strategies being developed.</i>
Creative Sector Support Programme (Now Resourced)	£75k per annum (Revenue)	SBC Arts Development Business Gateway (Business Advisors) Creative Scotland	Programme delivered No. of businesses assisted	2013/14 to 2015/16	
Project Pipeline – Resources Required					
NEW ACTION – Work with partners and local business representatives to develop Local Sector Action Plans; including textiles, tourism, food & drink, and renewables.	Existing Resources in Business Gateway, SBC Economic Development	SBC Economic Development Scottish Enterprise Skills Development Scotland	Number of sectors with plans – order of priority: <ul style="list-style-type: none"> • Renewables; • Construction • Textiles 	2015/16 – 2016/17	<i>Specific plans tailored to our local key sectors. Need to ensure SE and SDS activity is aligned to these, as well as Business Gateway.</i>

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NEW ACTION – Investigate whether there is demand and need for a Borders Construction Industry Forum.	Staff time	Scottish Enterprise SBC Economic Development SBC Housing Strategy	Revived Industry Forum in place Number of private sector members	2015/16 – 2016/17	<i>A revived Construction Industry Forum could play a key role in relation to the growth of the construction sector.</i>
REMOVE - Develop Scottish Borders Textiles Enterprise Initiative.	£100k (Revenue)	Scottish Government Scottish Enterprise SBC Economic Development	Net additional investment in textile companies New markets entered	2013/14 to 2015/16	<i>The idea of an Enterprise Zone for textiles businesses has proved impractical to deliver. It is proposed to replace this action with a Textiles Sector Action Plan and to promote Regional Selective Assistance funding through Scottish Enterprise. Input will also be made to the update of the national textile strategy.</i>
5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised					
Events Support Programme including supporting events under the national Year of Food & Drink 2015 (Underway)	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No. of National & International events No. of Event Attendances	2013/14 to 2015/16	<i>Baseline/ economic impact evaluation per event. New Events Action Plan in place (approved 2014).</i>

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COMPLETE - Homecoming 2014.	£80,000 (Revenue)	Event organisers VisitScotland/ EventScotland SBC Economic Development	3 homecoming projects delivered Marketing activity No. of Event Attendances	2013/14 to 2014/15	Baseline/ economic impact per event. <i>Final 2014 evaluation info still to be received?</i>
Tourism marketing & promotion and information (Underway)	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2015/6	STEAM 2012 baseline.
Borders Railway Marketing Programme (with links to Walter Scott and Abbotsford House) (Underway)	(Revenue)	Area Tourism Partnership VisitScotland SBC Economic Development Scottish Government	Marketing campaigns Additional visitors per annum to key attractions	2015/16 to 2017/18	<i>Borders Railway Blueprint project.</i>
COMPLETE - Textiles tourism trail	No additional cost	Private Sector Textile cluster SBC Economic Development VisitScotland	Increased footfall in textile attractions	2013/14 to 2014/15	Footfall in town centres Tourist volume/ value

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Project Pipeline – Resources Required					
NEW ACTION – Initiate the development of a Scottish Borders cycling strategy in order to make the Scottish Borders a ‘Cycling Hub’.	Staff time	Area Tourism Partnership VisitScotland SBC Economic Development Cycling organisations	Strategy agreed Actions implemented	2015/16 to 2017/18	<i>Strategy to align infrastructure, events, tourism development, schools/club activity, sports performance and safer routes to schools.</i>
NEW ACTION – Work with key partners to develop the Scottish Borders Walking Product. Build on themes in the new Access and Transport Strategy.	Staff time Revenue Capital	Area Tourism Partnership VisitScotland SBC Economic Development Walking organisations	Strategy agreed Actions implemented	2016/17 to 2017/18	
6. DESIRED OUCTOME – New business and enterprise is attracted to the Borders					
Project Pipeline – Resources Required					
Inward Investment Programme - building on “Our Scottish Borders” and “Best move of your life” campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	Linked to maximising Borders Railway benefits Potential for collaboration with E.Loathian/ W.Loathian and Edinburgh City – invest in ‘City Region’.

B. Building on our assets

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised					
Implement Borders Railway Blueprint and Local Workplan to maximise the Economic opportunities of the Borders Railway. Key projects include: - Borders Business Park - Tourism Destination Audit - Great Tapestry of Scotland - Steam Train Experience - Borders Railway Tourism Development Programme - Borders Railway Prospectus and Inward Investment Delivery - Borders Railway Opening Celebrations - Hop on/ Hop off bus services & tour operators services - Train Wrap (Underway)	Use existing staff resource to support this priority area. Scottish Government £10M commitment for Railway Corridor. SBC Capital Programme	SBC Economic Development Business Gateway SE (Commercial property) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015/16	<u>CPP Priority Programme</u>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Deliver Transport Interchange and Galashiels Inner- Relief Road projects (Underway)	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space Number of businesses assisted	2015	Linked to maximising Borders Railway benefits. Due for completion June 2015.
2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus					
Build new business relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2015/16	<i>Aiming to strengthen innovation and R&D links to local businesses.</i>
NEW ACTION — Establish a new industry led 'Invest in Young People' Regional Body to meet the requirements of 'Developing the Young Workforce'	Staff time Potential Scottish Government funding for 3 years	SBC Economic Development Borders Business Forum Borders College	New industry-led body in place Number of businesses represented	2015/16	
NEW ACTION – Investigate the feasibility of a Business Conference facility at the Borders Campus, Galashiels	Staff time Revenue	HWU Borders College VisitScotland	Number of new events Number of additional visitors	2015/16 – 2016/17	<i>Heriot Watt is interested in how to use the assets in Galashiels, with potential for conference business using the new student accommodation out of term time.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
3. DESIRD OUTCOME – Vibrant Town Centres					
Deliver Selkirk CARS town centre regeneration project (Underway)	£1.2million including Historic Scotland investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Selkirk Regeneration Company	No. property grants issued Public realm improvement project No of local business/ Heritage learning & participation initiatives/ Private sector leverage	2017	<i>Ongoing - linked to new Selkirk BIDS.</i>
COMPLETE - Deliver Kelso Town Centre Business Hub	£800,000 including ERDF investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Future Kelso	Sq m of business space No. of businesses assisted Occupancy Footfall Visitor Numbers	2015	
COMPLETE - Review Town Centre Retail Policy	No additional cost	SBC Forward Plans	Policy updated to encourage retail and non-retail uses Increased investment in town centres Increased town centre footfall	2013/14	Linked to new Local Development Plan
NEW ACTION – Deliver regeneration actions in Galashiels Town Centre through a 2 year pilot project – Galashiels Town Centre	Town Centre Coordinator	SBC Economic Development Private sector	No. property grants issued No of new/ added value events No of local business /	2014/15 – 2016/17	<i>Measure by footfall, vacancy levels, Linked to wider towns approach/ localities Linked to Borders Railway</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Coordinator (Underway)			marketing initiatives delivered Private sector leverage Capacity building : No of new volunteers/ C of Trade reps		<i>Economic Opportunities.</i>
NEW ACTION – Support Future Hawick and other community-led groups to deliver actions in Hawick Town Centre. (Underway)	Staff time £30,000	SBC Economic Development Future Hawick	Number of new projects delivered Number of businesses assisted	2015/16	<i>Specific support for Hawick Town Centre in response to shop closures and falling footfall.</i>
NEW ACTION – Explore options for a cost effective solution to provide Town Centre Wi-Fi in the main towns in the Borders.	Staff time £7,000	SBC Economic Development SBC IT	New solution identified	2015/16	<i>Pilot Wi-Fi initiatives in Hawick and Jedburgh now complete.</i>
NEW ACTION – Investigate opportunities to develop a business advice initiative for independent traders/small shopkeepers.	Staff time	SBC Economic Development	No. of businesses assisted	2016/17	<i>Consider options for providing specific advice for small/independent retailers to support town centres.</i>
NEW ACTION – Deliver Selkirk Town Centre – Streetscape Works to improve the attractiveness of the town centre.	£450,000 Allocation in Capital Programme	SBC Economic Development	Area of improved public realm	2016 - 2018	<i>Linked to Sir Walter Scott Courthouse Project and Selkirk CARS</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
NEW ACTION – Deliver Phase 1 repair works and develop a funding package to deliver Selkirk Courthouse Project, Phase 2.	Phase 1 allocation of £95K Phase 2 allocation of £450,000	SBC Economic Development	Phase 1 repairs completed Phase 2 funding package achieved	Phase 1 – 2015-17 Phase 2 – 2015-17	<i>Phase 1 is for external stonework repairs. Phase 2 is for the major regeneration project – a</i>
4. DESIRED OUTCOME – Rural land-use is integrated					
Undertake Scottish Government pilot Regional Land Use Strategy (Underway)	£215,000 Scottish Govt grant (Revenue)	SBC Built and Natural Heritage Tweed Forum A Working Countryside	Plan in place	2013/14 – 2015/16	Baseline needed – Government measures
Project Pipeline – Resources Required					
Deliver Innerleithen Aim Up Bike Park Project	£5.5m (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP investment SportScotland	Bike Park development Marketing actions Visitor Numbers	2015/16	<i>New feasibility study under way to assess current business plan. Funding package still to be identified and achieved.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
NEW ACTION – Encourage continued trail development in forests and linking routes in the Tweed Valley to support continued growth of mountain biking in the area.		Scottish Government Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of additional trails Additional maintenance undertaken Increase in number of visitors	2015/16 – 2017/18	<i>Need new trails to maintain the interest in the area and attract new cyclists.</i>
NEW ACTION – Support the development of a Tweed Valley Resort including Glentress Master Plan.	Staff time	Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of bedspaces in new accommodation Increase in number of visitors	2015/16 – 2017/18	<i>How can we ensure the continued growth of mountain biking in the Tweed Valley?</i>
NEW ACTION – Design and deliver an Innerleithen to Galashiels off-road cycle route (using former railway line).	Staff time Revenue Capital	SBC Network Team SUSTRANS Cycling organisations	Km. of new cycle track Increase in number of users	2016/17 – 2017/18	<i>Build on the success of the Peebles to Innerleithen cycle track (multi-use) to link to the Railway and add to the cycling offer. Key cycling infrastructure project.</i>
5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth					
COMPLETE - Deliver 2007-2013 LEADER Programme	£4.5 million EAFRD investment (Revenue)	SBC Economic Development A Working Countryside	70 local rural development projects supported	2014/15- 2015/16	Local development strategy Programme evaluation

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme (Underway)	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	Strategic focus on Tourism, Food & Drink and Renewables
COMPLETE - Develop Newtown St Boswells Development Framework	No additional cost	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to redeveloped Auction Mart site
COMPLETE - Develop Eyemouth Harbour Development Framework	The actions identified as part of the Framework will require additional resources	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to development of Eyemouth Seafood Technology Park
Localities Approach to be piloted for 1 year (Underway)	Revenue budget to support a coordinator role	CPP partners Localities/ town regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot Retail footfall Town Centre vacancy rate	2013/14 – 2013/14	CPP Priority Programme
Project Pipeline – Resources Required					
NEW ACTION – Deliver the new Scottish Borders LEADER Programme 2014 -2020	EAFRD investment Project match funding required (Revenue)	LEADER Local Action Group SBC Economic Development	New Programme approved by Scottish Government Number of rural development projects supported Leverage	2015 – 2020	

Action	Resource	Who	3-year Target Measure	Timescale	Notes
NEW ACTION - Deliver the new Scottish Borders and East Lothian EMFF FLAG Programme 2014 -2020	EMFF investment Project match funding required	Fisheries Local Action Group SBC Economic Development	New programme approved by Scottish Government Number of coastal development projects supported Leverage	2015 – 2020	<i>Fisheries Programme for East Berwickshire and East Lothian – process underway.</i>

C. Developing the workforce of the future

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment					
NEW ACTION – Develop a Scottish Borders Programme of action to deliver the ‘Developing the Young Workforce’ agenda. (Underway)	Scottish Government funding available	Learning & Skills Partnership SBC Borders College Skills Development Scotland Businesses	Improved work experience activity for young people Young people better prepared for work Businesses more satisfied with young workforce	2015/16 – 2017/18	<i>Programme will include a range of actions that will be agreed by the Learning & Skills Partnership.</i>
NEW ACTION – Support a range of employability projects utilising the European Social Fund (ESF) funding that is available for the Scottish Borders. (Underway)	ESF funding Revenue Potential 3 rd Sector Match Funding	SBC Employment Support Service SBC Economic Development 3 rd Sector Partners	Unemployed people participating in Employability & Skills Programmes Unemployed People Assisted into Employment Social exclusion issues addressed	2015 to 2020	<i>Potential to access over £3M over the Programme period, if match funding and suitable projects can be identified.</i>
Develop Employability Support Pipeline (Underway)	No additional cost (Supported by national Employability Fund)	Skills Development Scotland Job Centre Plus FE/HE Institutions SBC ELL	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15	<i>Youth Employment Action Plan with employability pipeline in place.</i> <i>Targets to reduce 18-24 unemployment rate.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Prepare school leavers for world of work, linked to Curriculum for Excellence (Underway)	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15- 2015/16	<i>Young people leaving school are 'ready for work' and local employers invest in them</i> Explore Academy model developed in East & Mid Lothian
'Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people (Underway)	£100,000 (Revenue)	CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15- 2015/16	<i>Baseline existing public sector led apprenticeships/ placements etc</i>
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive (COMPLETE)	£250,000 including ESF/ Scottish Government funding	SBC Economic Development Business Gateway	Unemployed People Assisted into Employment (150 work placements target)	2014/15 – 2015/16	<i>To complement existing SDS and JCP employer recruitment incentives</i>
Project Pipeline – Resources Required					
NEW ACTION – Use the Regional Skills Assessment to inform partnership decisions about skills and learning provision.	Staff time	Skills Development Scotland SBC Economic Development Borders College Invest in Youth Group	Clearer understanding of gaps and potential future demand	2015/16	<i>Agree how newly published Regional Skills Assessment will be used by the Partnership.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
REMOVE - Develop a Local Skills Plan – with effective links between skills supply and demand	No additional cost	Borders Learning and Skills Partnership SDS	There is a clear plan outlining demand for skills	2013/14- 2014/15	<i>Superseded by the Regional Skills Assessment.</i>
Improve access to learning and skills opportunities for young people in the Eyemouth/East Berwickshire area	Additional costs (Revenue)	Borders Learning and Skills Partnership Skills Development Scotland FE Institutions	Increased access to appropriate vocational skills	2013/14- 2015/16	
NEW ACTION – Community Planning Partners to use 'Community Benefit' clauses in their procurement to help secure training and employability benefits, particularly for young people.	Potential additional costs (Revenue)	Community Planning Partnership	Increased access to appropriate vocational skills	2015/6 – 2017/18	<i>Some partners are using community benefit clauses in their procurement processes that will deliver employability related outcomes.</i>
2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need					
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism, food and drink, and engineering and manufacturing sectors (linked to Sector Skills Plans and the Regional Skills Assessment)	£250,000 (Revenue)	Skills Development Scotland Sector Skills Councils Borders College Business Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15- 2015/16	<i>Key sectors can recruit, retain and develop employees</i> <i>Key sectors are seen as a career of choice from learners</i> <i>There is a match between FE/ HE supply and employer and learner demand</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
3. DESIRED OUTCOME – Talented and entrepreneurial people who place high value on access and quality of life are attracted to the Borders					
4. DESIRED OUTCOME – New entrepreneurial and business skills are developed					
These outcomes are delivered by Business Gateway and Inward Investment Actions.					

D. Providing leadership

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported					
COMPLETE - Develop a Low Carbon Economic Strategy for the Scottish Borders	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	
Project Pipeline – Resources Required					
NEW ACTION – Deliver the actions set out in the Low Carbon Economic Strategy. (Underway)		SBC Economic Development CPP Partners Businesses Households Communities	Performance targets set out in the LCES Performance Framework	2015/16 – 2017/18	<i>Actions around energy efficiency and renewable energy will be captured in the Low Carbon Economic Strategy Action Plan.</i>
REMOVE - Energy efficiency skills development programme for businesses	£50,000 (Revenue)	SBC Economic Development Private sector Borders College SDS	Number of businesses assisted Increase in Profitability	2014/15- 2015/16	<i>Actions to increase skills to develop the low carbon economy are now set out in the LCES Action Plan.</i>
REMOVE - Development of renewable energy demonstration projects. Focus on farm scale renewables in the first instance	£tbc (Capital)	SBC Economic Development Borders College Private sector	Increase in renewables sector GVA	2014/15- 2015/16	<i>Actions to increase awareness and skills for the low carbon economy are now set out in the LCES Action Plan.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
2. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels					
COMPLETE - Scottish Borders Business Forum is established formed by the business organisations, reflecting business leadership and priorities.	£2,000 (Revenue)	Chambers of Commerce/ Federation of Small Businesses / Sector Groups SBC Economic Development	Delivery and support of a functioning business forum	2014/15	The Scottish Borders is recognised as having a coordinated and collaborative Business Forum that is well supported by businesses
COMPLETE - Lobby for special assistance at NUTS3 level to overcome the disadvantage in attracting investment	No additional cost	MPs MSPs	Regional Selective Assistance status	2014/15- 2015/16	The Scottish Borders can offer greater incentives for inward investment
Lobby to ensure representation of the area in Scotland and Europe (Underway)	No additional cost	MPs, MSPs South of Scotland Alliance SBC SBC Economic Development Scottish Enterprise	External funding leverage for economic development	2014/15- 2015/16	The Scottish Borders continues to punch above its weight in accessing external funding and support for development of its economy
NEW ACTION – Make effective use of the new Assisted Area Status designation. (Underway)	Staff time Regional Selective Assistance programme run by Scottish Enterprise	Scottish Enterprise SBC Economic Development	Number of RSA grants made to businesses Value of RSA grants made to businesses	2015/16 – 2017/18	<i>Working together to ensure that more businesses take advantage of Regional Selective Assistance.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
NEW ACTION – Lobby for a realignment of NUTS2 boundaries with the South of Scotland Alliance. (Underway)	Staff time	South of Scotland Alliance Scottish Government	Change in designation after 2016	2015/16	<i>SoSA activity under way to develop a new Southern Scotland NUTS2 area.</i>
NEW ACTION – Engage with City-Region partners to investigate the potential for a 'City Deal' for the region. (Underway)	Staff time Capital Budget allocations	SBC Economic Development City Region Partners	City Deal secured for Edinburgh and South East Scotland Region Number of major projects funded in Scottish Borders	2015/16	<i>Potential for a 'City Deal' is currently being explored.</i>
NEW ACTION – Work with partners in the 'Borderlands' Anglo/Scottish cross border initiative to lobby for major projects and identify opportunities for joint working. (Underway)	Staff time Potential project funding - capital / revenue	SBC Strategy & Policy SBC Economic Development	Level of additional resources secured Number of major projects funded in Scottish Borders	2015/16	<i>Support for the new cross-borders relationships that are being built up with Cumbria and Northumberland, as well as Dumfries & Galloway.</i>
NEW ACTION – Establish the scope for a feasibility study of the potential extension of the Borders Railway to Carlisle.	Staff time Potential project funding - capital / revenue	SBC Plans & Research	Scope established	2015/16 – 2016/17	<i>Needs input / support from Dumfries & Galloway and Carlisle City.</i>

Action	Resource	Who	3-year Target Measure	Timescale	Notes
3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP					
Project Pipeline – Resources Required					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes (Underway)	£5m match fund (Revenue & Capital)	CPP – agencies Private sector	£ Leverage	2014/15 – 2015/16	Match funding for key projects and programmes
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups (Underway)	No additional cost	SBC Economic Development SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	
4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy					
Public sector procurement reform	No additional cost	CPP agencies (Procurement sections): SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	Baseline - 38% SBC spending via local suppliers