



SCOTTISH BORDERS COUNCIL PLAN

1 APRIL 2022- 31 MARCH 2023

WORKING TOGETHER – IMPROVING LIVES

FOREWORD

This Council Plan sets out our ambitions and priorities for the year ahead. It outlines what we want to achieve and how we intend to do it. It builds on our **Corporate Plan for 2018-2023**, and includes those big developments, such as the **Scottish Borders Climate Change Route Map** and our **Scottish Borders Anti-Poverty Strategy**, which were identified in the Refresh of the Corporate Plan last summer.

At the same, there is something new and different about this 'Council Plan'. As you'll see, it's for a year, with its style and content differing from Corporate Plans of the past. The reasons for this are:

- We want a simple Council Plan that is understood by all.
- We want a Plan that is responsive. To achieve this, the Plan needs to be revisited every year, so we can take account of the biggest issues affecting the Scottish Borders and act on what we need to prioritise.
- We want to ensure a clear link between what we want to achieve and how we intend to do it. This means setting out our aims, the actions we need to take to deliver those aims, and measuring our delivery. If we fail to deliver, we need to change what we are doing.

We recognise that as a Council we have great strengths. We want to build on this, but also focus on the things we know we need to improve upon. These changes won't happen overnight, and this Council Plan will help us shape our direction of travel. There are two things, in particular, that we want to develop:

- We want a Plan that reflects a shared ambition with our communities and citizens across the Scottish Borders. This new Council Plan will, set out 'Our Part' in delivering for the Scottish Borders, but 'Our Part' will be much more meaningful if it is produced with your help, 'Your Part'.

- We want a Plan that speaks to our 'Places' across the Scottish Borders by setting out the priorities for different communities, whether in Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, or Tweeddale.

Our Council Plan for 2022-23 lays a template for the way we will be working in the future. We look forward to developing future iterations of this plan with our communities.

The Council Plan is based on 6 outcomes that we aim to deliver for the Scottish Borders. Five of the outcomes focus on improving the wellbeing of citizens within the Scottish Borders and making our region a more sustainable and better place to live, work in and to visit. The sixth outcome is about developing a Council that is as effective and efficient as it can be – we need to do this in order to deliver on the other five outcomes.

FOCUS	OUTCOMES
• Improving the wellbeing of citizens within the Scottish Borders and making our region a more sustainable and better place to live, work in and to visit	1 Clean, green future
	2 Fulfilling our potential
	3 Strong inclusive economy, transport and infrastructure
	4 Empowered, vibrant communities
	5 Good health and wellbeing
• Developing a Council that is as effective and efficient as it can be	6 Working together improving lives

FOREWORD

Following on from the outcomes, the Plan tells you 'how' we intend to deliver them at a strategic level. To highlight this we have specified our Priorities for 2022-23, setting out the Desired Project Outcomes and the Key Milestones we need to achieve to realise our ambitions.

It almost goes without saying that there are significant interdependencies between our Outcomes and the Projects needed to deliver them. For example, reducing our carbon footprint supports not only our aim to tackle climate change but also positive health outcomes for current and future generations. Similarly, improving the educational attainment of disadvantaged children ensures they are able to access opportunities to fulfil their potential and supports economic growth in our region. Links between outcomes exist throughout the Plan and some actions support multiple outcomes.



As well as our Outcomes and Priority Projects, we set out our Our Values. They underpin how we intend to go about our business.

Lastly, the keynote of our approach in this Council Plan remains the recognition that, if the Scottish Borders is to successfully meet future challenges and grasp future opportunities, this requires everyone to play their part, from the Council delivering services to volunteers supporting communities throughout the Scottish Borders; from the Council reducing its greenhouse gas emissions to residents seeking to reduce their waste and to put the right things in the right bins.

Working with you and our partners, we are committed to improving lives. This is a shared endeavour and we look forward to carrying on the journey with you.



Mark Rowley

Our Values



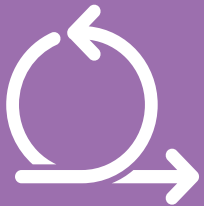
People Focused -

working collaboratively with colleagues & partners, everything we do is for the benefit of our communities



Inclusive & Fair -

we ensure everyone has the best opportunities & always seek to act fairly



Agile -

we take advantage of new opportunities to deliver good value for money and we maximise the use of all digital opportunities



Sustainable -

we are passionate about the prospects of future generations, we demonstrate this in our decisions and delivery and ensure we live within our means

Our Outcomes



Clean, green future

We tackle climate change and we value, protect and enhance our local environment and nature, so that the Scottish Borders can be enjoyed now and by future generations



Empowered, vibrant communities

The Scottish Borders has thriving, inclusive communities where people support each other and take responsibility for their local area



Fulfilling our potential

From child to adult, everyone in the Scottish Borders has access to high quality education and the opportunities they need to fulfil their potential



Good health and wellbeing

The people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life



Strong inclusive economy, transport and infrastructure

Built upon strong and effective physical and digital connections and infrastructure, the benefits of a productive and sustainable economy are widely shared, enabling us to fulfil our potential in the Scottish Borders and attract others to live, work and visit



Working together improving lives

Scottish Borders Council will be a well-run and efficient organisation. We will have well informed, timely and effective decision making, which is evidence led and focused on the needs of customers and communities; and we will have a positive and open culture

Delivering our Outcomes



Clean, green future

Implement the first phase of Scottish Borders Climate Change Route Map

Deliver the Scottish Borders Community Food Growing Strategy 'Cultivating Communities'

Further increase recycling and minimise waste

Keep streets and neighbourhoods clean and attractive

Continue to support local resilience to flooding and extreme weather events

Promote affordable and accessible public transport, walking, cycling and wheeling that reduce reliance on private cars

Support our schools and communities to develop local plans which support nature, local environments and address climate change



Fulfilling our potential

Deliver an ambitious and aspirational education to all our children and young people which fully develops their skills for learning, life and work

Provide the best opportunities for every person to thrive and achieve their full potential regardless of social background, circumstance or additional needs

Improve our services by listening to our children, young people and families

Ensure children and young people have access to services which promote and support positive mental health and wellbeing

Continue to develop Early Learning and Childcare provision and extended support to families

Build on recent investments in digital learning and empower our communities and workforce through technology

Improve services through smarter data and evidence collection



Strong inclusive economy, transport and infrastructure

Seize the economic opportunities associated with a just transition to net zero

Make our economy stronger by supporting the development of existing and new businesses and social enterprises and encouraging increased investment in the Scottish Borders

Promote our visitor economy and assist other key industries, particularly in health and social care, construction, land use, manufacturing, food & drink, and the creative sector

Regenerate our town centres and rural communities

Enhance digital and transport capacity, capability and connectivity

Make the most of the region's natural and cultural heritage assets

Support the employability prospects of young people, families and adults



Empowered, vibrant communities

Put Communities at the centre of what we do and how we work

Build on the knowledge, energy and expertise of local people, community groups and third sector organisations to create and develop successful places

Build on the Community Resilience experience over the course of the Pandemic

Support and enable communities to work together to create, and take ownership of place plans that set out local needs and ambitions and prioritise associated projects and actions

Work with our partners and communities to join-up and improve services, realise opportunities and deliver projects which best respond to communities' needs and priorities

Reduce the number of children in poverty; and reduce the impact of living in poverty on families



Good health and wellbeing

Implement and update our Health and Social Care Partnership plans to improve outcomes

Maximise the use of Technology to improve health and social care outcomes

Continue to develop workforce plans and recruitment strategies to ensure that we have the right number of skilled, qualified, engaged and motivated staff

Deliver National Health and Wellbeing Outcomes and Public Health Priorities

Develop sustainable services to meet growing demand

Work with Live Borders and our communities to revise our Sports and Culture Strategies to promote good health and wellbeing



Working together improving lives

Work as one team to serve the Scottish Borders

Listen, learn and work together with our partners and communities

Take responsibility and hold each other to account

Build an inclusive council that represents our area, celebrating difference and individuality, and valuing everyone's contribution

Empower and trust our staff to be innovative, creative and curious

Learn from best-practice and implement solutions that are right for the Scottish Borders

Build our services around community and customer needs

Ensure financial sustainability to deliver Council Plan commitments

Our Priorities for 2022/23



Clean, green future

- Accelerate action to adapt to and mitigate the effects of climate change and extreme weather



Fulfilling our potential

- Empower communities and schools to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children and families



Strong inclusive economy, transport and infrastructure

- Deliver the key economic development programmes for our region - the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework – making our economy stronger, greener and more sustainable



Empowered, vibrant communities

- Support and empower people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives



Good health and wellbeing

- Enable and support the people of the Scottish Borders to take control of their health and wellbeing, and enjoy a high quality of life



Working together improving lives

- Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather



Desired outcomes:

- Reduction of greenhouse gas emissions to meet or exceed our targets to deliver **Net Zero** by 2045
- Services and infrastructure that are ready to meet the needs of our communities in the face of **climate change** and extreme weather events
- Enable change through increased public understanding of the need to change our behaviour around how we use resources and the need for increased resilience across our communities
- An approach to energy in the Scottish Borders which is robust, affordable and does not contribute to climate change
- Protected, managed and restored environments which support the wellbeing of people and nature

When?

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2022/23 Key Milestones

- Increase allotment creation and participation through year one of 'Cultivating Communities' (**the Scottish Borders Community Food Growing Strategy**)
- Begin development of Local Heat & Energy Efficiency Strategies (LHEES) that sets out how we will decarbonise building across the region
- Pilot a Schools Resource Pack for children and young people that promotes sustainability, linked to the **Curriculum for Excellence**
- Promote action on Net Zero by 2045 through proactive engagement with communities as part of Place-Making
- Commence an extreme weather assessment of key coastal infrastructure and bridges
- Commence review of the Council's greenspace maintenance operations to identify opportunities for improved environmental management
- Update and improve our assessment of carbon emissions impacts across our organisation and the Scottish Borders
- Increase the number of Council Fleet all electric vehicles by 65% and the number of fleet charging points by at least 175%
- Commence development of an improved waste service through behaviour change, to reduce waste, and increase recycling
- Create a Scottish Borders Local Area Energy Plan (LAEP) through the Borderlands Energy Master Plan to develop robust, affordable and sustainable local energy systems
- Support a regional approach to land use management which delivers wider environmental goals through South of Scotland Regional Land Use Partnership Pilot and Borderlands Natural Capital Project

FULLFILLING OUR POTENTIAL

PRIORITY: Empower communities and schools to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children and families



Desired outcomes:

- Excellence in Learning
- A service which meets the diverse needs of our people and reduces inequalities
- Increased participation and engagement of children, young people, families, communities and other key stakeholders
- Effective mental health and wellbeing support for children and young people

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2022/23 Key Milestones

- Respond to the opportunities of the **Scottish Attainment Challenge**, targeting resources where the poverty related attainment gap is greatest to deliver improved attainment in literacy and numeracy
- Deliver evidence based investment in high quality learning environments to support eligible families with 2 year olds, and future roll out of provision across all early years children
- Commence work with education partners and employers to develop employability pathways to enable young people to move successfully from education to employment
- Deliver '**Get into Summer 2022**' for children and families of low income households which provides co-ordinated access to food, childcare and activities during the holidays
- Engagement with parents and carers to gather information leading to improved service delivery and a phased plan for extended childcare
- Completion of new pathway to ensure appropriate **Mental Health Services** and supports are in place
- Embark on a programme of curriculum reform incorporating **National and International (Organisation for Economic Co-Operation and Development – OECD) recommendations**
- Introduction of Parent Portal to improve digital customer access to services and information
- Develop a service directory which outlines available support for children and young people, families and professionals
- Identify 'Nurture Bases' in each locality to support primary school aged children with social and emotional difficulties
- Implement an Equity Strategy to target action and resource to address inequalities in attainment and achievement
- Complete an Engagement strategy which will focus on gathering and acting upon the views of children and young people and which enables young people to experience their rights as set out in the **United Nations Convention on the Rights of the Child (UNCRC)**
- Support development of digital skills and learning in our schools and our communities (including the Inspire Academy)
- Develop an action plan based upon agreed Health and Wellbeing census outcomes

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

PRIORITY: Deliver the key economic development programmes for our region - the [South of Scotland Regional Economic Strategy](#), [Borderlands Inclusive Growth Deal](#) and the [Edinburgh and South East Scotland City Region Deal](#) and [Regional Prosperity Framework](#) – making our economy stronger, greener and more sustainable.



Desired outcomes:

- Seize the economic opportunities of a just transition to net zero
- A stronger economy, where existing and new businesses and social enterprises grow and expand, increasing productivity and investment into the Scottish Borders
- Promote our visitor economy and assist our other key industries particularly health and social care, construction, land, manufacturing, food & drink, and creative industries
- Regenerate our town centres and rural communities
- Enhance digital and transport connectivity
- Support the employability prospects of young people, families and adults

When?

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2022/23 Key Milestones

- Deliver a programme of support for international, national and regional events
- Progress Borderlands Inclusive Growth Deal projects which support the visitor economy, including the Mountain Biking Innovation Centre in Innerleithen
- Work with communities and businesses, as part of Place-Making, to drive and target investment in town centres and create healthy local economies
- Progress the feasibility study for the Borders Railway Extension project as part of the Borderlands Deal
- Open and promote the benefits of a new Railway Station at Reston
- Commence refresh of the Scottish Borders Local Access and Transport Strategy, focusing on affordable and accessible public transport and a network that favours more walking, cycling and wheeling
- Support the Scottish Government in its roll out of the [R100 Superfast Broadband](#) project in the Scottish Borders
- Work with the UK Government to support the roll out of the [Rural Exchange Network](#) of 4G in the Scottish Borders
- Progress the Destination Tweed project as part of the Borderlands Deal
- Commence delivery of a Local Employability Plan to ensure we support local employment opportunities
- Progress delivery of the Borders Innovation Park at Tweedbank under the Edinburgh and South East Scotland City Region Deal
- Begin delivery of new business space at Coldstream as part of the Borderlands Deal
- Develop a South of Scotland Inward Investment Strategy with SOSE
- Strengthen opportunities to support local supply chains and 'Community Wealth Building'
- Deliver [Scottish Borders Council's Anti-poverty Strategy Action Plan](#)

EMPOWERED VIBRANT COMMUNITIES

PRIORITY: Support and empower people to achieve strong, active, **resilient and sustainable communities** and realise opportunities for improving people's lives.



Desired outcomes:

- Community-led place plans across rural communities and towns.
- Enhanced participation and engagement
- Modern, sustainable and simplified services that meet the needs of communities and customers
- Services delivery arrangements aligned with the needs and priorities of communities
- Sustainable use of our land and buildings
- Reduce the number of children in poverty; and reduce the impact of living in poverty on families

When?

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2022/23 Key Milestones

- Working with Area Partnerships, agreement of a forward programme of **place making** across communities in the 5 localities
- Strengthen the role of Area Partnerships in developing and overseeing place making planning and delivery through a series of facilitated workshops
- Commence the development of a modern Community Engagement Strategy
- Commence the development of community-led Place Plans including the 4 Borderlands Inclusive Growth Deal target towns of Eyemouth, Galashiels, Hawick and Jedburgh
- With key Partners and Area Partnerships, develop and agree a programme of engagement with both service users and communities to shape proposals over the future design of services in line with needs, expectations, demand and sustainability
- Work with our Community Planning partners to refresh our **Community Planning Arrangements** – including the Community Plan and Locality Plans rooted in community-led place plans
- Commence work with people to shape a sustainable future for land and in buildings in their communities
- Build on the **Locality and Hub model** developed in response to the pandemic to provide practical, joined-up support to communities
- Completion of at least 15 community-led Place Plans across the Borders communities (including the 4 target Borderlands communities) in line with a programme agreed with Area Partnerships
- Completion of the Review of Area Partnerships
- Continue to develop an approach to budgeting which engages our communities (**Participatory Budgeting**)
- Progress our investment plan in play areas and outdoor community spaces

GOOD HEALTH AND WELLBEING

PRIORITY: The people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.



Desired outcomes:

- Improved National **Health and Wellbeing Outcomes** and **Public Health Priorities**
- Work with partners to keep '**The Promise**' in Scottish Borders, so that every child grows up loved, safe and respected and able to realise their full potential
- Our staff feel supported and we work to optimise their wellbeing
- Our services are flexible and will meet the outcomes of any future National Care Service
- Services are designed around service users' needs
- The right services commissioned and developed with partners for Health and Social Care
- People have access to quality cultural, leisure and sport activities

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2022/23 Key Milestones

- Commissioning Services will meet service users' needs by utilising existing and new funding to implement projects to support sustainability in care
- Delivery of robust Health Protection functions to control outbreaks of communicable disease
- Review of governance and accountability for Public Protection Services (1 Year on)
- Improve recruitment and retention into Social Care and Social Work and collaborate with Health partners to develop the Integrated Workforce Plan 2022/25
- Increase the use of **Technology Enabled Care across Social Care**
- Continue to develop capital plans for the provision of facilities that enable people to be supported in a homely setting
- Fully utilise the technology that is available to facilitate mobile working, integrated working and the sharing of data across the Partnership
- Contribute to the joint needs assessments for all **Integration Joint Board (IJB)** delegated services to inform the priorities of the new **IJB Strategic plan**
- Develop a Council Commissioning Framework, which includes Social Care, CGI and Live Borders
- Review of the Sports and Cultural Strategies for the Scottish Borders
- Develop and deliver the projects linked to the current Health And Social Care Partnership Strategic Plan and the projects delivered via the Social Work Review
- Deliver the action plan to narrow **Health Inequalities**

WORKING TOGETHER, IMPROVING LIVES

PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



Desired outcomes:

- Digital solutions that enable high quality customer experience and efficient services
- Customers and communities are engaged in the redesign and improvement of services
- Ongoing development of a talented and valued workforce where people can develop their skills and careers
- Be an employer of choice
- Best value from all our suppliers
- Performance-driven services
- Resilient services, able to dynamically react to emergencies and changing demands
- Modern services, which are continually evolving in line with Council Plan priorities
- SBC working with all partners in a joined up way

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2022/23 Key Milestones

- Align **SBC's Programme of Transformation (Fit For 2024)** with Council Plan themes and priorities to maximise the impact of investment in change
- Review, implement and monitor delivery of **Covid-19 Recovery Plan** and integrate within the Council Plan
- Build on the lessons learned from Covid-19 to develop robust plans for business continuity and preparedness
- Undertake a review of performance across SBC to develop a service improvement culture that drives excellence, transparency and improvement towards delivery of our Council Plan
- Develop and implement career pathways from entry to director level across SBC, incorporating clear training plans and a digital skills programme
- Review and enhance the way SBC buys services from other organisations, providers and partners to ensure best value and quality for customers , while exploring opportunities to support local suppliers
- Review of all SBC's Partnership working to ensure effectiveness, optimal use of shared resources and collective clarity on the outcomes most important for the people of the Scottish Borders
- Demonstrate clear benefits from **SBC's Digital Strategy**, focusing on best customer experience, including: improved customer access to joined up services and information, simplified processes, and mobile solutions for frontline services
- Ensure all staff know and understand SBC's vision and values within the Council Plan, and the **Competency and Behaviours Frameworks**, as part of annual appraisal