



OUR PLAN for 2018-2023 and your part in it

SCOTTISH BORDERS COUNCIL'S **STRATEGIC PLAN** 2018-2023
for working with individuals, families, communities, partners and businesses



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CORPORATE PLAN 2018-2023

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INTRODUCTION AND CURRENT CONTEXT

This Corporate Plan sets a direction for Scottish Borders Council (SBC) for the next 5 years (2018 to 2023) in order to:

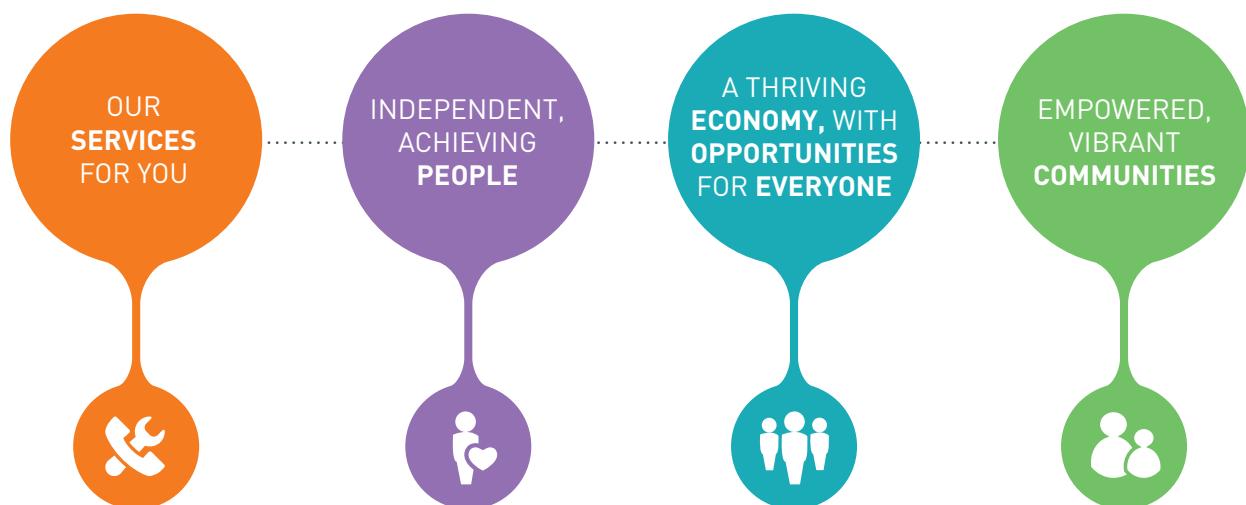
- make the most of the opportunities we now have
- tackle the challenges we face
- take account of what our new Councillors want to achieve for the Scottish Borders
- ensure we respond to national policies and other statutory requirements.

Over the last five years:

- we've put **economic development** at the heart of our plans and successfully made the argument with Scottish Government that Scottish Borders should have special status for additional investment and support
- the **Borders Railway** opened, with communities across the region involved in the celebrations, and we are already working hard to maximise the economic potential and the ongoing benefits
- we built **new schools** in Kelso, Duns, and Langlee (Galashiels), and established the Scottish Borders Leader Valley school to provide high quality support for pupils with additional needs
- our **partnership working with NHS Borders** has expanded and strengthened through the Integrated Joint Board
- we established **SB Cares** (with over 800 employees) and the Integrated Culture and Sport Trust "**Live Borders**"
- **significant investment** has been made in projects across the region including Selkirk Flood Protection Scheme, Wilton Lodge Park in Hawick, Galashiels Transport Interchange and town centre regeneration projects in Kelso and Selkirk
- we signed a 13 year contract with CGI for the provision of **modern ICT** across the Council

Our last Corporate Plan was very much about what we, as a Council, were going to do. But here's the difference-this time, we're not just saying what we're going to do, we're asking you to **play your part**- as individuals, families, businesses, partners and communities.

With employees and resources right across the Scottish Borders, SBC provides a huge range of services and leads a large range of initiatives and capital projects, for example the building of new schools. Like throwing a pebble into a pond, the impact of our work spreads out into people's lives, into businesses and into our communities.



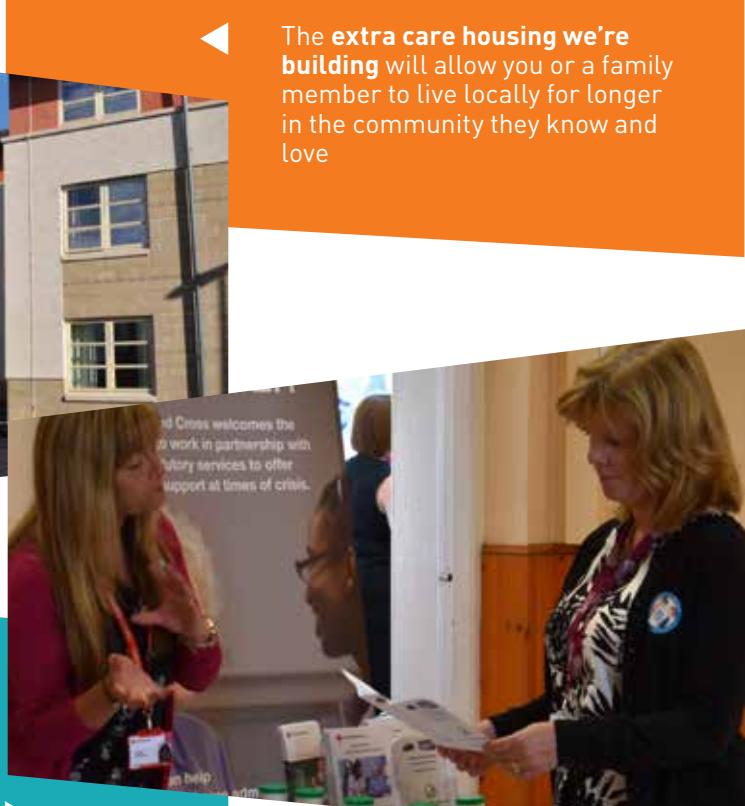
The next two pages provide examples of that positive impact.



The **increased childcare we provide** for your family allows you to get a job, and have more money to spend on your family and in your community



The **business advice and support we provide** helps you to create jobs and keep your town centre vibrant



The “**What-Matters Scottish Borders**” **Community Hubs** bring vital services to you in more isolated rural areas and help keep you healthy, independent and active in your community



The **education we provide** allows you to achieve your full potential, study for the qualifications you need and get the job you really want



The **new schools we build** not only provide excellent teaching and learning environments but create jobs during construction



The **financial inclusion advice** we give when you need it helps you keep your home, a job and live independently



The **street cleaning and waste collection services** we provide help maintain a high quality environment for you, your family, for businesses and for tourists (who spend money in our shops and restaurants)

But like households across the Scottish Borders, resources are tighter than back in 2013 (when we published our last Corporate Plan) and our costs are rising. Like your wages or your pension, our income from Council Tax and from the Scottish Government is not rising sufficiently to meet increasing demands for our services e.g. social care, additional support needs in school. And even if we were able to increase council tax further, it only accounts for around 1/4 of our income. With this ongoing tightening of finances and increasing demands, we want to ensure that we can still create the positive “ripple” effect but this will get more challenging if we don’t rethink the way in which we deliver:

- services that everyone uses (roads, waste, parks, street lighting, schools)
- more specialist services for more vulnerable individuals and families
- projects and initiatives aimed at enhancing towns and communities

We want to continue to have a positive, if not transformational, effect on lives, livelihoods, well-being and communities well into the future.

But we can only do this with your input. So....

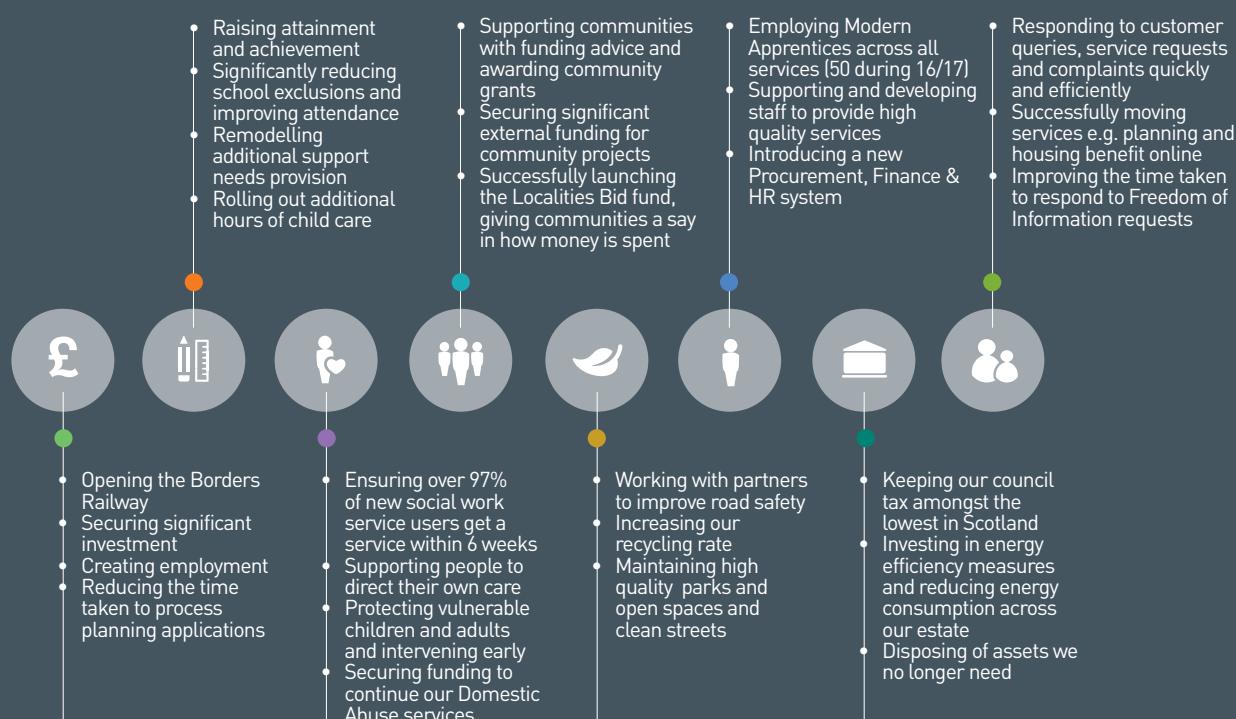
ACROSS OUR SERVICES, WE WILL:	AS AN INDIVIDUAL, A FAMILY, A BUSINESS, AS PART OF A COMMUNITY OR THIRD SECTOR ORGANISATION, WE ARE ASKING YOU TO:
<ul style="list-style-type: none">✓ develop and build our leadership role to drive change and make the most of opportunities (for example in relation to the economy)✓ build partnerships within and out with the Scottish Borders that focus on improving quality of life (like services to keep people living within their community)✓ Think and act differently to reduce our costs and maintain delivery of the essential high quality services you're used to (for example offering more services online)	<ul style="list-style-type: none">✓ help us plan what we do with our resources✓ be involved with delivering some service✓ think differently about what you expect from us, and what you might be able to do yourself

Does that sound like a plan?



WHY DO WE NEED A NEW APPROACH & NEW CORPORATE PLAN?

Our last SBC Corporate Plan made commitments under eight key priorities, and over the last 5 years **we've made some great progress:**



Appendix 1 contains more information on our progress.

The last plan was for the period up to March 2018 so it was time for a review. But there are some other key reasons why we need a new plan:

1. There have been some very big changes in the last 5 years (some that present real opportunities)
2. There's less money and more demand on our services
3. There are still some really big challenges

1. There have been some very big changes in the last 5 years (some that present real opportunities)

- The Borders Railway has provided the Scottish Borders with one of the most significant economic development opportunities in recent years, and as well as helping businesses and communities to make the most of the opportunities it presents, we will continue to build the case for its extension so that the benefits can be spread further;
- We've built new schools in Duns, Kelso and Galashiels, a new Additional Support Needs (ASN) school in Earlston and are building an intergenerational learning campus in Jedburgh, one of the first of its kind in Scotland;
- Scottish Government has agreed to establish a South of Scotland Enterprise Agency, so SBC and partners can more effectively address the challenges facing our rural region (along with Dumfries and Galloway) e.g. connectivity, business land, premises and skills;
- There are two other significant national investment opportunities to make the most of: City Deal and Borderlands (more details are presented at **Appendix 1**), both of which will assist us to support economic growth, skills and infrastructure and create a step-change;
- Scottish Government has introduced some new legislation around:
 - Involving communities (Community Empowerment (Scotland) Act 2015
 - Partnership working with NHS Borders (Public Bodies (Joint Working)(Scotland) Act 2014
 - Children and Young People (Scotland) Act 2014, Education (Scotland) Act 2016, and in 2017, Education (Scotland) Bill 2017, and the Child Poverty (Scotland) Bill were introduced
- The UK is leaving Europe which will impact many including those involved with farming and exporting, sector that are important to the Borders

2. There's less money and more demand on our services

If the Council were to continue delivering services in the same way as we do today there will be a significant funding gap over the next five years. The requirement to 'balance the books' each year requires us to save money, generate additional income and prioritise spending and as demand rises, this gets more and more difficult. We've worked hard to keep Council Tax down and we're not expecting funding from Scottish Government to increase to keep pace with additional demands.

3. There are still some really big challenges

Despite what we've achieved over the last 5 years, there are still some really big challenges to address for individuals, families, communities and businesses across the Scottish Borders. The next 2 pages demonstrate how these challenges affect you, your family, your business or your community and why we need to work hard to address them.



My earnings are still low and I'm struggling to find a better job locally, unless I have transport.



I'm not sure what the future holds- college, employment, and transport opportunities are limited here.

We have been renting for years but would like to buy a home in our town.

Some kids in my class get high grades and go on trips, and others aren't able to do either.



I've assessed my client and he's not ready to go into a home- he just needs some extra care.



My elderly mother now needs more care than I can provide- can I get what she needs locally?



I know SBC has limited money but I want the potholes in my street fixed.



I work for SBC and want to ensure I have the digital skills I need in the future.

My community group would like to get its hands on that building and create a community hub.

I'd do more online if SBC made services available.

LOCALITIES BID FUND
your money your choice

**YOUR IDEAS
YOUR VOTE**



To address these challenges AND to make the most of opportunities, we're proposing some big changes and we need you to play your part.

There are vulnerable people in my community- will SBC have resources to support them?

A bit about Scottish Borders and the Council

There's more information in **Appendix 1** but here's the key facts about our area and Scottish Borders Council.

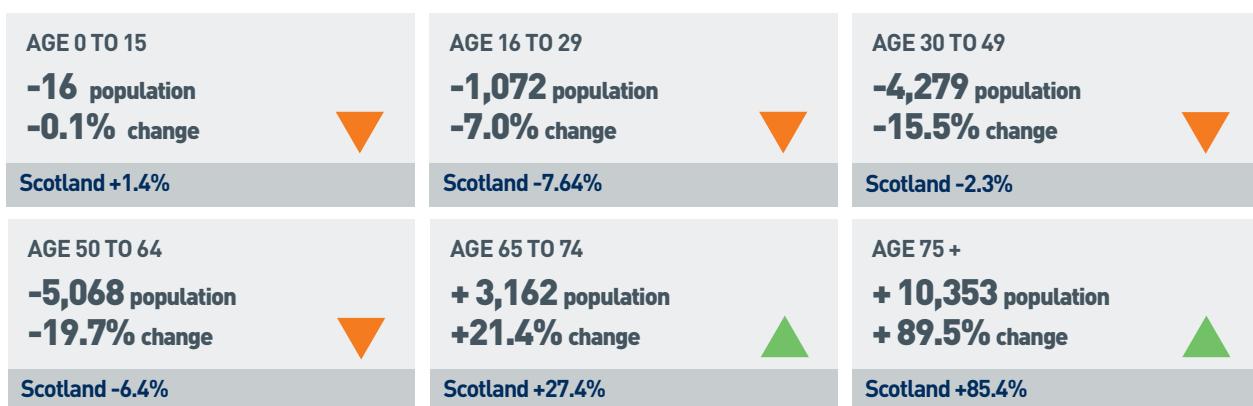


POPULATION 114,050	47% of the population live in a rural area	MALE LIFE EXPECTANCY 74.7 years in Galashiels West
HOUSEHOLDS 53,787	25% of the population is of pensionable age	83.6 years in Berwickshire Central Scottish Borders average 78.1 years
SQ KM 4,732	30% live in settlements with less than 500 people	FEMALE LIFE EXPECTANCY 79.1 years in Galashiels North
	4th most sparsely populated mainland area in Scotland	89.5 years in Ettrick, Yarrow and Yair Scottish Borders average 82 years

Source: Scottish Borders Community Planning Partnership - Strategic Assessment 2016

We are a large rural area with a network of small towns, villages and hamlets. This presents challenges when delivering services like roads, transport, schools, and waste.

Projected population numbers from 2014 to 2039 by age group in the Scottish Borders (2014-based)

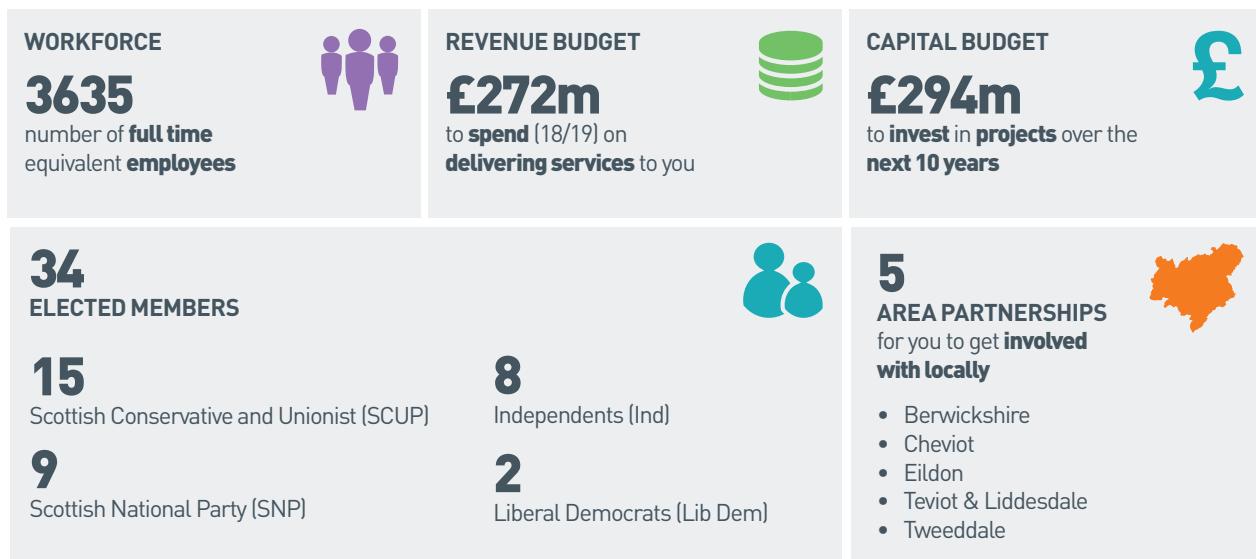


Source: National Records of Scotland

Scottish Borders population, like Scotland, has risen over the longer term, but the main challenge for us going forward is *the way the population is projected to change*:

- We'll have many more older people, who will need care and support
- There will be fewer people of working age, which could present real challenges to local businesses including the care sector, if we don't attract inward investment and more working age people to the area.

SCOTTISH BORDERS COUNCIL



We don't work in isolation to serve the Scottish Borders. We have strong working relationships with partners such as NHS Borders and a well-established Scottish Borders Community Planning Partnership (CPP) who has just published a Community Plan focused on improving quality of life and reducing inequalities, and working with local communities to:

- build and improve our economy, skills and learning
- promote and improve our health, care and wellbeing
- protect and improve our quality of life
- develop and improve our place

(more details provided in **Appendix 1**)



SO WHAT'S THE PLAN?

As money is tight and demand is rising, we'll commit to change if you will play your part.

On the next few pages, we are committing to the high level actions that we believe are required to reshape and improve our services, and allow us to continue to have that positive "ripple effect" on quality of life, well-being, on our economy and in communities.

We're laying out our commitments on the next few pages, under the following 4 themes:

- Our services for you
- Independent, achieving people
- A thriving economy, with opportunities for everyone
- Empowered, vibrant communities

And as we work through each of the commitments over the next 5 years, we will consult, involve and engage with you and our partners, and increasingly, we will work to create solutions with you and for your local area, through our new Area Partnerships.

OUR PLAN

YOUR PART

So here goes....



Our services for you



THE PLAN, YOUR PART

THE WAY WE PROVIDE OUR SERVICES.....



OUR PLAN

OVER THE NEXT 5 YEARS WE WILL

Design and deliver as many services as we can online, so we can focus our face to face contact on supporting vulnerable individuals and families

Build the digital skills of our staff and within communities through training programmes

Develop our Customer Advice and Support Service further to ensure we provide relevant help including dealing with changes to the benefits system and the move to Universal Credit

Drive out waste and inefficiency, cut unnecessary red tape and provide better value for money. And maximise the use of digital technology to improve services where possible

Continue to explore different models for delivering our services e.g. with communities

Reduce the amount of property we own and operate (including the school estate) to reduce costs, energy consumption & improve the facilities we need for the future

Invest in our workforce through training, career development and succession planning

Provide a sustainable, fit for purpose waste service that focuses on working with communities to reduce waste, recycle & reuse

Invest in roads, property and infrastructure in a planned, sustainable way, prioritising and communicating clearly with communities about our investment

YOUR PART

Use the services we put online for example, applying for Housing Benefit, reporting a complaint to help us to reduce costs - check online before you call

Help a friend or family member get online or attend locally provided training. Or could you volunteer and help with training?

Go online to get the advice and support you need; phone us if you need more support. Help us help you get what you are entitled to

When there's too much red tape or you see inefficiency, work with us to suggest improvement and simplify processes

If you've got an innovative new idea about providing services, contact us

Are you part of a group or organisation who is interested in one of our properties to create a community facility?

Don't just tell us when it's gone wrong- tell us when you've received exceptional service and we'll know our training is working

REDUCE, REUSE, and RECYCLE (correctly!)

Consult our website, report faults and potholes on line; and **accept that SBC can't do it all at once**



OUR SERVICES FOR YOU



SOME POSITIVE CHANGES TO SERVICES SO FAR.....

The new online Parents' Evening Booking System is great- not only did I get to see all of my son's teachers to discuss options for his future, but it worked out really efficient time slots for me. That must save loads of time for the school support staff and the teachers.



We've seen award winning improvements in our Planning Service through cost effective use of IT and process improvement where the changes have led to a demonstrable positive impact on performance. The average time, for example, to process non-householder planning applications has gone from **17.4 weeks** in 15/16 to **6.9 weeks** in 16/17, which is not only great for local business applicants but for the local construction sector too.





Independent, achieving people





THE PLAN, YOUR PART

IMPROVING QUALITY OF LIFE.....

OUR PLAN

OVER THE NEXT 5 YEARS WE WILL

Roll out high quality increased hours of childcare (age 2+) across the region by 2020

Provide the best possible learning and teaching environments for all children and young people

Ensure schools “poverty proof” their action plans and give our most vulnerable children the support they need to achieve, attain and feel included

Keep local businesses engaged and involved in the work of our schools to ensure that young people understand future employment opportunities

Work in partnership to build the resilience of our young people and to support and develop their emotional well-being, resilience, and mental health

Prepare our services for the projected increase in the older population by:

- Building extra care housing
- Focusing our strategies on keeping adults more active and living independently
- Further integrating our services with NHS Borders so services become seamless
- Delivering more services through our Community Hubs (What Matter Scottish Borders)
- Developing a Dementia Strategy that will support you to remain in your home and community as long as you wish (through a combination of specialist care and support, and housing-based and residential services)
- Strengthening and building SB Cares, SBC's care company

Establish a more joined up Public Protection Service that focuses SBC and partner work on keeping everyone in our community safe

YOUR PART

Register your child and ensure they attend

Make sure your child attends school, is ready to learn and is encouraged at home

Join your Parent Council to not only give us your views, but to work with the school to provide every child with the same opportunities

If you're a business, get involved in our School/Employer partnerships (one in each high school)

Parents, businesses, communities – it's your responsibility to develop positive relationships with young people, treat them with respect, and build their confidence through life.

Keep as active as you can, and take responsibility for your own health and well-being; look out for your family and elderly neighbours

Keep your body and brain healthy, through regular exercise and activity

Become more informed about services in your community for older people and those with dementia

Consider whether or not simple equipment could help a family member remain at home

Keep us informed – we want you to tell us about children and adults in your community who you think may be vulnerable.

Adults: tel: 0300 100 1800

Children: tel: 01896 662787



INDEPENDENT, ACHIEVING PEOPLE



SOME POSITIVE CHANGES TO SERVICES SO FAR.....

Last summer all head teachers across the Scottish Borders received training in '**1 in 5 living in poverty**' which prompted them to take action and really help families experiencing financial barriers.

Actions included monitoring costs throughout the year (e.g. trips, fundraising, equipment) and providing parents with more time to pay, uniform swaps and Eco schools initiatives to recycle uniforms and sportswear, a "Cinderella" project to recycling prom/ formal wear) and the cancellation of "no uniform days" which not only puts pressure on families to "bring a £1 to school" but further stigmatises those who can't afford the latest fashion or designer brands.

Many schools also have **active parent councils** whose fundraising efforts can, for example, pay for every child to attend a panto or a trip to the zoo.

Dovecot Court in Peebles is an **extra care housing development** which opened in May 2013, providing 37 self-contained rented flats (let through Scottish Secure Tenancies). Eildon Housing Association is the landlord, and their tenants receive services from **SB Cares staff** who are based on site 24 hours a day, and can provide planned, and unplanned, care and support.

A full evaluation and review of Dovecot was undertaken in 2015 and has demonstrated that in overall terms, this model of housing and care is successful, and is a highly valued asset amongst stakeholders.





A thriving economy, with opportunities for everyone



THE PLAN, YOUR PART

SUPPORTING THE SCOTTISH BORDERS ECONOMY.....



OUR PLAN

OVER THE NEXT 5 YEARS WE WILL

Work with partners to create the best possible environment in which to do business, using the developing South of Scotland Enterprise Agency, Borderlands and City Deal* (including delivering the Borders Innovation Park) to encourage inward investment, growth, diversification, innovation and job creation

Continue to lobby for high speed broadband and improved digital connectivity in all our communities- benefiting everyone

Use the new City Deal* to improve the skills of young people leaving school and those further from the labour market

Spend as much money as we can sustainably and locally, publish all contract opportunities, and run events and training to build local capacity

Attract as much funding as we can to improve our town centres (which we've done successfully in Kelso, Selkirk and Jedburgh)

Support and promote local events and attractions in an inclusive way, celebrating and building on our unique culture and heritage

Continue to invest in capital projects across the region- new schools, affordable and extra care housing, visitor attractions, care service

Support the case for the extension of the Borders Railway and the development Reston

Work to maintain a sustainable bus network

Promote the Scottish Borders positively at every opportunity

YOUR PART

If you are a business, engage with us through events and business networks; tell us what your business needs to grow and thrive; work with other businesses in your local area; take up the support we offer through Business Gateway

Support our work and engage with your MP and MSP to ensure we ALL get well connected!

If you are an employer, provide work experience for young people or someone who needs support, or take on a Modern Apprentice

If you are a business attend events, use our services (including Business Gateway) and bid for contracts

Shop locally in your town centre and use your local businesses

Celebrate your unique community and support local events and attractions

Tell us what you need from new developments, and engage with us as projects develop.

Lend your support too!

Use and support your local bus service and work with us to develop innovative ways of delivering sustainably into the future

Promote the Scottish Borders positively at every opportunity



A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

*more detail on the South of Scotland Enterprise Agency, City Deal and Borderlands in **Appendix 1**



SOME POSITIVE CHANGES TO SERVICES SO FAR.....

Not only will **Jedburgh Intergenerational Learning Campus**, opening in 2020, have a transformational effect on teaching and learning and on the lives of children, young people and the wider community, but it will create jobs during construction and **attract businesses and families** to relocate to the Borders.



The range of regional, national and international events held in the Scottish Borders is estimated to generate an economic impact of **£8million** a year. And this is only possible when SBC works with event organisers, providing funding, advice and in-kind support.

A great example is the **Tweedlove Bike Festival** in May and June each year, which is now the UK's biggest bike festival, with visitors coming from all over the planet for a warm welcome in the Scottish Borders. But this can only happen when SBC works with communities, organisers, and local businesses to create sustainable events that have a hugely positive economic impact year after year.





Empowered, vibrant communities



THE PLAN, YOUR PART

ENGAGE WITH AND SUPPORT COMMUNITIES.....



OUR PLAN

OVER THE NEXT 5 YEARS WE WILL

Ensure that our 5 revamped Area Partnerships provide you with a regular and structured opportunity to get involved in what matters to you within your area

Build community capacity in each locality to:

- Take on projects that address inequalities
- Improve health, well-being and get people active
- Develop creative community based solutions to problems
- develop and manage buildings, assets and greenspace to enhance our towns, villages and more remote rural areas

Starting with our Localities Bid Fund, we will develop ways to get communities more actively involved with decisions about how we spend public money, and promote easier access to community funding

Working with the Third Sector and other partners, we are looking to expand our "community hub" model to bring services and support into our communities

Work with partners to increase housing supply (both affordable and private sector) creating a sense of place, community belonging and increasing health and wellbeing.

Although we are not obliged to provide these, SBC want to work with local communities and businesses to develop a network of public conveniences across the Borders

Develop our Responsible Dog Ownership Strategy so that our public spaces remain safe and clean for use by everyone

YOUR PART

Participate in your area partnership- this is your opportunity to shape and develop a locally based forum that can really understand and respond to the opportunities and challenges within your community

Get involved in local community initiatives, bring your ideas and discuss them with us- the Community Empowerment Act has given you the right to do this and we want to work with you

If you have a community project, come and have a chat with us about how it could be funded. The Localities Bid Fund is all about thinking about solving problems differently, developing funding bids and getting your community to vote!

Where there is a need for health and care advice and services, encourage friends and family to attend the Community Hub nearest you

Take up the support we offer to make your home more energy efficient

Could your community group or business be part of a comprehensive network of public conveniences?

Take responsibility for your environment. If you have a dog, pick up after it!



EMPOWERED, VIBRANT COMMUNITIES



SOME POSITIVE CHANGES TO SERVICES SO FAR.....

Our **Localities Bid Fund**, launched in October 2017, has already attracted over 130 applications, demonstrating to us that there is a huge appetite for communities to get involved in deciding what money is spent on locally.

LOCALITIES BID FUND
your money your choice



“What-Matter Scottish Borders” hubs are a new way of providing advice and information for adults who are looking for ways to maintain independence in their own homes.

The aim is to give people the opportunity to:

- attend drop-in sessions or appointments in their own locality
- meet with a range of professional staff and trained volunteers
- get advice about social care needs, general wellbeing and independence.



Delivering the plan

A framework of plans is in place to support the delivery of our Corporate Plan:

SBC CORPORATE PLAN 2018-2023

SBC TRANSFORMATION PLAN	SBC'S FINANCIAL PLAN	SBC'S CAPITAL PLAN	STRATEGIC & LOCAL DEVELOPMENT PLANS
2017 onwards	5 year; Reviewed in Feb each year	10 year; (3 year operating)	June 2013, for 10 yrs (5 yr review) May 2016, for 5 yrs
<ul style="list-style-type: none">• Integration of Health Social Care• Children & Young People• Corporate Landlord• Digital transformation• Workforce	<ul style="list-style-type: none">• Revenue spend by service area• One year fixed• 4 year provisional	<ul style="list-style-type: none">• Infrastructure• School investment• Flood / coastal protection• Land and Property• Plant & Vehicles• Sport & Culture	Development and land use, at strategic and local level

These plans are reviewed in a regular basis to keep us focused on delivery and on creating the positive “ripples” that we talked about earlier, within the resources that are available to us.

More details provided in **Appendix 1**.

Keeping an eye on progress

You'll be interested in our progress, right?

Each quarter, we will report performance to our Executive Committee, as well as at other more focused groups such as our Safer Communities Board.

And we'll start reporting on local issues at Area Partnerships so you can hear about the progress we are making in your area.

More details provided in **Appendix 1**.

Get involved....



#yourpart

scotborders.gov.uk/yourpart

yourpart@scotborders.gov.uk

You can get this document on audio CD, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

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