



# **SCOTTISH BORDERS COUNCIL**

## **COUNCIL PLAN**

### **From April 2023**

## Foreword

Welcome to our new Council Plan. In developing the Plan, we have a number of objectives. We want a Plan that:

- i. is short and simple but clear in its actions and aims.
- ii. sets a strategic framework for Council decision-making and operations and for the Council's Financial Plans.
- iii. operates in sync with the Council's Budget Setting Process.
- iv. is informed by strong engagement with Elected Members.
- v. is effectively linked with a Performance Management Framework and an embedded culture of continuous improvement.

The previous Council Plan 2022-2023 was presented and agreed on the basis that it was a 'bridge' from the Council's traditional approach to a new and more responsive approach and style of plan. This Council Plan continues that journey.

This year's Council Plan sees a number of important additions:

**In Chapter 1 'Strategic Context and Vision'**, we set out long-term strategic ambitions, which extend beyond the horizon of a single year (in relation to e.g. a Just Transition to Net Zero; Poverty; Low Economic Productivity and Wages; Demography). We do this by identifying the long-term challenges and opportunities we face as a region and as a Council. From those challenges and opportunities we draw out a vision for where we want to be in 10 years' time, by 2033.

## Foreword



The vision gives rise to the actions we intend to deliver across the Scottish Borders in 2023-24 and this is detailed in **Chapter 2** covering '**Scottish Borders-Wide Actions**'. Subsequent Council Plans will build on this process, comprising steps on the road to long-term delivery of our vision for the region.

**In Chapter 3 'Locality Actions'**, we have sought to set out for each of the 5 'localities' of the Scottish Borders clear ambition, action and outcomes in the same way that Chapter 2 seeks to do for the Scottish Borders as a whole. This is a work in progress, which has taken its lead from our 'Summer Tour' and the place-making events convened across the region.

Our aim over time is to embed Locality Plans as an element of the Council Plan, which can truly be said to:

- Speak to our 'Places' across the Scottish Borders by setting out the priorities for different communities, whether in Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, or Tweeddale;
- Flow from a transformed engagement and co-production with our communities to support a shared ambition for the region.

Importantly, the Council Plan has not evolved in a vacuum. On 24 November, the Council agreed the Administration Policy Plan 2022-2027. This document sets out the ambitions the Council administration – indeed, the whole Council, given the broad support across the Chamber – has for the Scottish Borders during the present Council session. The Admin Policy Plan should be seen very much as a twin to the Council Plan. If the Admin Policy Plan is a statement of our ambition, the Council Plan is its delivery vehicle, while the Council's Financial Plans set out how delivery will be funded.

There are three further points to highlight, all addressed in Chapter 1.

- Values matter. They help establish the culture we want to shape our decision and actions. In light of this, we begin chapter 1 with a note of our values, which in their focus on people, fairness, sustainability, and agility resonate throughout the document.
- The Council must change to meet to the challenges and to grasp the opportunities of the future. This will beg hard questions of all of us, but unless we face those questions, we risk falling short.
- The Council cannot do it on its own. Again, if the Scottish Borders is to successfully meet future challenges and grasp future opportunities, this requires everyone to play their part. We set out a number of commitments we make as a Council, and set out 'asks' of you which will help the Council to achieve more. [#yourpart](#)

This is a shared endeavour and we look forward to carrying on the journey with you.

## Foreword



**Our values**  
How we approach the plan and our service delivery



**Our challenges and opportunities**  
The landscape in which we and our communities operate



**Our Vision and Priorities**  
The way in which we respond to these challenges in the long-term.



**Our Outcomes and Actions**  
How we will address these challenges over the year 23/24.



# **Chapter 1:** **Strategic Context and Vision**

# Strategic Context and Vision



## 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 Challenges and Opportunities

We face a time of huge challenges. Some of these challenges are global or national, such as the mutually reinforcing climate and nature emergencies, the worst cost of living crisis in a generation, record levels of inflation, spiralling levels of poverty, the legacy of a two-year pandemic, and a confluence of exceptionally difficult labour market and trading conditions. Others are more closely linked to our region: low economic growth and pay, challenges surrounding transport and infrastructure, and an aging population which will put additional pressure on our public services. All challenges are, ultimately, local. All will be felt and experienced in our communities.

Yet, as the saying goes, ‘in the middle of difficulty lies opportunity’. We can’t be glib, of course. We must identify our opportunities, call out our challenges, set out what we want achieve and work out how we get there.

What we’re concerned with are big long-term challenges and opportunities. These are not the kind of challenges or opportunities that can be gripped overnight. Nor can they be resolved within a single year. They are complex. They require concerted and sustained action, not just by the Council, but by our governments, partners, businesses and communities. The pandemic showed, working with partners, the Council could act ‘fast’, marshalling all available resources to deliver strong and responsive services to best meet the needs of communities.

As the Council confronts further real terms funding reductions, it is increasingly clear, we must go much further transforming the Council, how we work with our partners, and, most significantly of all, how we empower and support our communities to achieve what matters to them.

## Our Vision and Priorities

The slide at the end of this section takes the challenges the Scottish Borders face and seeks to build a positive vision out of them. For example, responding to the Climate and Nature

## Strategic Context and Vision



Emergencies is a necessity for our and children’s future. But by greening our economy and harnessing our region’s outstanding natural capital, we can also build a stronger, more inclusive economy, and a more skilled and prosperous population. Poverty, our region’s economic under-performance and the cost of living crisis require short-term interventions, but they are also a clarion call to continue to improve the delivery of high quality education and skills in the region, and for greater ownership and control of assets and economic levers within our communities. As people live longer, more of us are likely to have complex health needs. A focus on long-term prevention and wellbeing, together with technologically enabled care, will empower people to take greater control of their lives and health needs in the long-run.

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. As our aim is to ensure consistently high quality across all we do as a Council, the ‘Working Together Improving Lives’ theme is reflected in our area-wide outcomes and actions and not within the outcomes and actions set out in ‘Locality Outcomes and Priorities’.

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





## Strategic Context and vision

The below sets out our commitment to you – ‘our part’ – in working together and improving lives. It also sets out ‘your part’ – the ‘asks’ we have of you, which will help us in delivering ‘our part’. [#yourpart](#)

Our Part	#yourpart
Listen, be honest, kind and respectful.	Get involved in your community.
Design our ways of working around you and your community.	Be a good neighbour, take pride in your local area and respect your surroundings.
Support local communities in delivering on the outcomes that matter to them.	Have your say and let us know if we get it right or wrong.
Make partnership working our default way of working.	Help children and young people to be the best they can be.
Make the Scottish Borders a good place to grow up, live in and enjoy a full life	

## Our vision and priorities

Responding to our challenges, we have set our visions 10 years in the future. From those visions, we extrapolate priorities, which animate our proposed outcomes and actions for 2023-24.

However, we can’t get there, unless we make sure that the Council is also ready to meet the challenges. As highlighted in the previous slide, Council budgets continue to fall and are under significant pressure from rising inflation, among other things. The policy landscape is complicated and fast changing.

So what does a ‘future-ready’ Council mean in practice? In short, it means a Council which is:

- Designed to meet people’s needs
- Able to unlock community action
- Focused on tackling inequality while striving to meet the needs of all our citizens
- Committed to digital, design and technology enabled transformation
- Focused on delivering outcomes through working in partnership

As the final bullet point suggests, working in partnership is essential. No one organisation can do it alone. For the Council, the most vital partnership of all is that partnership we have with you as a citizen of the Scottish Borders.

To improve lives, we must work together. A keynote of our approach in this Council Plan, as it was in the Council Plan 2022-23, remains the recognition that, if the Scottish Borders is to meet future challenges and grasp future opportunities successfully, 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.



### Challenges

The Climate and Nature  
Emergencies

### Opportunities

Creating a green economy  
built upon our region's  
outstanding natural capital

## Our 2033 Vision for the Scottish Borders

We met the 75% target of reducing greenhouse gas emissions in 2030, and continue to transform the region and our organisation.

Increasingly, we live and work in energy efficient homes and premises, powered by green energy sources.

We walk, wheel and cycle to get around for the most part, use hydrogen buses for longer journeys or, occasionally, electric vehicles.

Nature is recovering in our settlements and across the region, while 'refuse, reuse, reduce, recycle' is the way we live now.

Our Priorities 23/24  
Accelerating action to  
adapt to and mitigate  
the effects of climate  
change and extreme  
weather.



## Strategic Context and Vision: Fulfilling our Potential



### Challenges

Poverty related attainment gap.

Impact of the pandemic on well being and attainment.

### Opportunities

High quality education and high skills, maximising life chances.

## Our 2033 Vision for the Scottish Borders

By 2033, everyone in the Scottish Borders will have the opportunities to acquire the knowledge and skills needed to realise their full potential, and the Borders will be a place where people grow and develop into high skilled, happy and healthy global citizens.

Our Priorities 23/24  
Empowering schools and their communities to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.

## Strategic Context and Vision: Strong inclusive economy...



### Challenges

Poverty, lack of growth and the cost of living crisis.

### Connectivity challenges

An ageing population with fewer workers

### Opportunities

Creating a green economy built upon our region's outstanding natural capital.

An inclusive economy, well-connected and sustainable economy, shaped by strong engagement from local people and communities, where people want to live and work.

## Our 2033 Vision for the Scottish Borders

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, study and visit.

With an increasingly higher skilled and higher paid workforce, the Scottish Borders is a place which has begun to fully harness the potential of its communities, attracting resources from beyond our region, using new technology, and growing the number of jobs found in renewable energy, healthcare, and our natural resources.

Our region is well connected internally and with the world beyond, enabling employees to make positive choices to work in the Borders and enjoy the high quality of life here. The extension of the Borders Railway to Carlisle will create new opportunities, supported by an effective network of green powered buses, and a network of paths for walking, wheeling and cycling.

## Our Priorities 23/24

Delivering the key economic development programmes for our region and making our economy stronger, greener and more sustainable.

## Strategic Context and Vision: Empowered, Vibrant Communities



### Challenges

Giving communities greater control of their destinies.

Addressing inequality and the cost of living crisis.

Developing more sustainable and connected communities.

### Opportunities

Distinctive communities with strong identities, culture and heritage and an existing high quality of life.

A high quality natural and built environment.

### Our 2033 Vision for the Scottish Borders.

Built on an established track-record of co-production and delivery, the Scottish Borders is a region of sustainable, well-designed healthy and happy places that reflect the experience and aspirations of our citizens and communities and meet their needs.

### Our Priorities 23/24

Supporting communities and empowering people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives.

## Strategic Context and vision: Good Health and Wellbeing



### Challenges

Growing health and social care needs, across our communities.  
Increasing number of people with complex needs health needs.  
Shortages of staff across Health and Social Care.  
Poverty and health inequalities.  
Legacy of the pandemic resulting in increased waiting times for primary care, social work/care and hospital care.

### Opportunities

A positive story of long healthy, happy and fulfilling lives  
Well supported carers  
Opportunities presented by the use of technology  
Homes and workforces adapted to future needs  
Integration of person centered services across health and social care  
Improved engagement with communities around local health and social care needs  
Increased career opportunities and benefits for the workforce.

### Our 2033 Vision for the Scottish Borders.

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.

This will be enabled by seamless community-based services which are based on local need, with a focus on improving access, early intervention and prevention, reducing inequalities, supporting unpaid carers and the embrace of new technologies.

These will be delivered by a highly valued and motivated workforce.

### Our Priorities 23/24

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.



### Challenges

A constrained budget.

A changing policy landscape

### Opportunities

A Council fit to support the future needs of our communities.

## Our 2033 Vision for the Scottish Borders

A fully effective organisation which is an exemplar of excellent organisational and budgetary performance, and of how to harness the combined power of local communities, institutions and stakeholders in delivering a sustainable future and an economy that works for everyone.

Our Priorities 23/24  
Ensuring that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.





## **Chapter 2:** **Scottish Borders-Wide Actions**

## CLEAN GREEN FUTURE

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



Outcome	Action	Quarter
Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045	<p>Ensure the Council is on track to meet its emissions targets comprising:</p> <ul style="list-style-type: none"> <li>• An organisational target of Net Zero by 2045.</li> <li>• A 20% reduction in fleet fossil fuel consumption (petrol, diesel) consumption and a 20% reduction in business mileage, where employees use their own car by 2024/25.</li> <li>• 5% waste to landfill by 2025 and zero biodegradable municipal waste to landfill by 2025.</li> <li>• Development of a target for direct emissions associated with the Council's estate by 30 November 2023.</li> </ul>	<b>Q4</b>
Services and infrastructure that are ready to meet the needs of our communities in the face of climate change and extreme weather events.	<ul style="list-style-type: none"> <li>• Commission/Undertake a regional climate risk assessment with Edinburgh and South-East Scotland City Region partners to ensure our region is resilient to climate impacts and extreme weather events.</li> <li>• Complete an extreme weather assessment of key coastal infrastructure and bridges.</li> <li>• Increase the total percentage of sub-3.5 tonne of Council Fleet all electric vehicles to 45%.</li> </ul>	<b>Q3</b>  <b>Q2</b> <b>Q4</b>
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	<ul style="list-style-type: none"> <li>• Promote action on Net Zero by 2045 through proactive engagement with communities as part of Place-Making.</li> <li>• Increase allotment creation and participation through year one of 'Cultivating Communities' (the Scottish Borders Community Food Growing Strategy).</li> <li>• Roll out a Schools Resource Pack to all primary schools that promotes sustainability, recycling, and eco-friendly practices linked to the Curriculum for Excellence.</li> </ul>	<b>Q4</b> <b>Q1</b>  <b>Q2</b>
An approach to energy in the Scottish Borders which is robust, affordable and does not contribute to climate change	<ul style="list-style-type: none"> <li>• By 31 December 2023, develop a Local Heat &amp; Energy Efficiency Strategies (LHEES) that sets out how we will decarbonise building across the region, entering LHEES delivery phase in 2024.</li> <li>• Agree a Scottish Borders Local Area Energy Plan (LAEP) Pilot through the Borderlands Energy Master Plan to invest in, test and develop robust, affordable and sustainable local energy systems</li> <li>• Working with partners and key regional stakeholders develop a delivery plan to retrofit of domestic housing, which builds on current retrofit schemes.</li> </ul>	<b>Q4</b>  <b>Q1</b>  <b>Q2</b>
Protected, managed and restored environments which support the wellbeing of people and nature	<ul style="list-style-type: none"> <li>• Submit Business cases for Borderlands Natural Capital to UK Government (including species-rich grassland agri-environment, integrated land use and woodland creation, and Tweed catchment environmental projects).</li> <li>• By the end of 2023, (with partners) develop a South of Scotland Regional Land Use Framework (RLUF) on how to use a natural capital approach to agree and prioritise potential land use changes across the region that support the delivery of climate and biodiversity objectives.</li> <li>• Complete review of the Council's greenspace maintenance operations to identify opportunities for improved environmental management.</li> </ul>	<b>Q1</b>  <b>Q4</b>  <b>Q2</b>

## FULFILLING OUR POTENTIAL

**Priority:** Empowering schools and their communities to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.



Outcome	Action	Quarter
Raise attainment in literacy and numeracy closing the attainment gap between the most and least disadvantaged.	<ul style="list-style-type: none"> <li>All schools will implement a Learning, Teaching and Assessment Framework.</li> <li>All schools will implement progressive curriculum frameworks for literacy and numeracy.</li> <li>Implement year 2 of 5 year Equity Strategy to address inequalities and reduce impacts of poverty on attainment.</li> <li>Embark on a programme of curriculum reform in line with the findings of the national consultation on education and qualifications.</li> </ul>	<b>Q1</b> <b>Q1</b> <b>Q2</b> <b>Q3</b>
Raise attainment through improved inclusion, equity and wellbeing for all children and young people.	<ul style="list-style-type: none"> <li>Implement actions identified from health and well-being survey 2022</li> <li>Begin the initial planning with Cluster HTs to enhance partnership working through “The Team around the Cluster”</li> <li>Provide access to mental health supports through the launch of a service directory app to school devices</li> <li>Build on the success of ‘<i>Get into Summer 2022</i>’ to plan provision for children and families to access to food, childcare, wellbeing supports and activities during school holidays</li> <li>Extend provision of free school meals provision to all primary school age children.</li> <li>Implement the revised Positive Relationship Policy in schools.</li> <li>Scope a programme of staff development, awareness raising and curricular content to develop understanding of Neurodiversity.</li> <li>Consider and implement the recommendations of the Community Learning and Development (CLD) review.</li> </ul>	<b>Q1</b> <b>Q1</b> <b>Q2</b> <b>Q2</b>  <b>Q1</b> <b>Q3</b> <b>Q4</b>  <b>Q1</b>
Improve employability skills to enable sustained positive school leaver destinations.	<ul style="list-style-type: none"> <li>Provide access to training and upskilling opportunities across the digital landscape.</li> <li>Identify opportunities for young people to develop skills in new technologies such as green energy or esports.</li> <li>Provide high quality professional learning to all school staff to support delivery of digital learning.</li> <li>Continue to develop learning and qualification pathways through partnerships with further and higher education establishments, employers and training agencies.</li> </ul>	<b>Q1</b> <b>Q3</b> <b>Q2</b> <b>Q2</b>
Increase young people’s participation in the planning, provision and delivery of services	<ul style="list-style-type: none"> <li>Create an Engagement strategy focusing on gathering and acting upon the views of children and young people and which enables them to experience their rights as set out in the United Nations Convention on the Rights of the Child (UNCRC)</li> <li>Implement a young person’s advisory board to deliver the engagement strategy.</li> </ul>	<b>Q1</b>  <b>Q3</b>

## 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.



Outcomes	Actions	Quarter
Seize the opportunities of a just transition to net-zero.	<ul style="list-style-type: none"> <li>Continue to pursue investment opportunities from off-shore wind for Eyemouth and the Berwickshire Coast areas.</li> <li>Working with partners, assess the feasibility of a Net-Zero accelerator hub to address green skills requirements in a variety of sectors and to grasp future 'green' job opportunities, including in renewables, retrofit, agri-environment, wider land-use and nature restoration.</li> <li>Secure electrification of the first stage of the Borders Railway and complete a review of our bus network to further support the decarbonisation of transport across the region.</li> <li>Scope local circular economy opportunities for the Scottish Borders, working with Zero Waste Scotland and SoSE. Agree key priority sectors for development, for example construction materials and reuse of household goods</li> </ul>	<p><b>Q3</b> <b>Q4</b></p> <p><b>Q3</b></p> <p><b>Q3</b></p>
Support our tourism sector, creative industries and our other key industries such as health, social care, construction, land, manufacturing and food & drink to create a stronger economy where existing and new businesses and social enterprises grow and expand, increasing productivity and investment into the Scottish Borders.	<ul style="list-style-type: none"> <li>Strengthen opportunities to support local supply chains and 'Community Wealth Building'.</li> <li>Progress the Destination Tweed project as part of the Borderlands Deal.</li> <li>Deliver a programme of support for international, national and regional events and begin the implementation of SBC's new events strategy.</li> <li>Progress Borderlands Inclusive Growth Deal projects which support the visitor economy, including the Mountain Biking Innovation Centre in Innerleithen.</li> <li>Culture and Tourism: Work collaboratively with partners to develop potential employment and economic benefits in the Scottish Borders.</li> <li>Develop a new culture and creative industries strategy for the Scottish Borders to enhance the quality, variety and accessibility of the cultural experience across the region.</li> </ul>	<p><b>Q4</b> <b>Q2</b> <b>Q1</b> <b>Q1</b></p> <p><b>Q4</b> <b>Q4</b></p>
Regenerate our town centres and rural communities.	<ul style="list-style-type: none"> <li>Work with communities and businesses, as part of Place-Making, to drive and target investment in town centres and create healthy local economies.</li> <li>Maximise opportunities for housing and housing development to help unlock the region's economic potential and supporting the delivery of homes in town centres, including empty homes and shops.</li> </ul>	<p><b>Q4</b></p> <p><b>Q4</b></p>
Enhance digital and transport connectivity.	<ul style="list-style-type: none"> <li>Borders Railway: Progress the feasibility work for the railway extension between Tweedbank and Carlisle.</li> <li>Complete an EV charge point feasibility study outlining the potential to install electric vehicle chargers across the Borders.</li> <li>R100 Broadband: Progress the roll out of ultra-fast broadband across Borders as part of the R100 program.</li> <li>Borderlands digital programme: progress the programme to invest in areas lacking 4G coverage.</li> </ul>	<p><b>Q1</b> <b>Q2</b> <b>Q3</b> <b>Q3</b></p>
Support young people and adults who face challenging barriers to finding and maintaining employment reach their full potential	<ul style="list-style-type: none"> <li>Continue to deliver the 'No One Left Behind' and 'Young Persons Guarantee' employability programmes, to ensure the right support is available at the right time, and services are delivered in a joined up and coordinated way.</li> </ul>	<p><b>Q4</b></p>

## EMPOWERED VIBRANT COMMUNITIES

Priority: Supporting communities and empowering people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives.



Outcomes	Actions	Quarter
Community-led place plans across rural communities and towns to enable communities to take control of their own destinies.	<ul style="list-style-type: none"> <li>• Support communities in the Borderland target towns of Eyemouth, Galashiels, Hawick and Jedburgh to form inclusive Town Teams and develop community-led plans and associated investment plans.</li> <li>• Support the 40+ communities that have expressed an interest in developing community-led plans across the 5 localities.</li> <li>• Deliver good quality homes that meet the needs of the community and consider the wider infrastructure issues and vehicle dependency across the region when planning new build housing.</li> </ul>	<p><b>Q4</b></p> <p><b>Q4</b></p> <p><b>Q4</b></p>
Enhanced participation and engagement which empowers communities to shape the decisions which affect them.	<ul style="list-style-type: none"> <li>• Implement our Community Engagement Strategy.</li> <li>• Support Area Partnerships to oversee Place Making in their localities and facilitate the development and delivery of community-led place plans.</li> <li>• Develop an options appraisal for the review of area partnerships.</li> <li>• Community Choices: offering communities a greater say in local spend of council resources.</li> <li>• Review SBC support for Community Councils.</li> </ul>	<p><b>Q2</b></p> <p><b>Q4</b></p> <p><b>Q1</b></p> <p><b>Q4</b></p> <p><b>Q4</b></p>
Modern, sustainable and simplified services that meet the needs of communities and customers	<ul style="list-style-type: none"> <li>• Engage with service users and communities over how services can be improved, better aligned with demand and local need and delivered in a sustainable way.</li> </ul>	<b>Q4</b>
Sustainable use of our land and buildings	<ul style="list-style-type: none"> <li>• Work with communities and groups to: <ul style="list-style-type: none"> <li>○ support asset transfers where this is a viable option.</li> <li>○ find sustainable futures for public buildings.</li> <li>○ Reduce the number of council owned properties to a sustainable level.</li> </ul> </li> </ul>	<b>Q4</b>
Reduce the number of children in poverty; and reduce the impact of living in poverty on families	<ul style="list-style-type: none"> <li>• Continue to deliver our Anti-poverty strategy.</li> <li>• Provide a range of assistance as a response to the cost of living crisis including financial support and advice with rising energy costs.</li> </ul>	<p><b>Q4</b></p> <p><b>Q4</b></p>



## 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.



Outcomes	Actions	Quarter
People of the Scottish Borders are supported and enabled to take control of their health and wellbeing, and enjoy a high quality of life.	<ul style="list-style-type: none"> <li>Publish a locality directory on health / wellbeing and social care services.</li> <li>The Health and Social Care Strategic Framework for 23/26 will be launched and work commence on the implementation of its recommendations.</li> <li>MacMillan Improving Cancer Journeys- continue to provide support to this joint partnership venture, providing good quality advice and information and emotional support.</li> <li>Increase the use of Technology Enabled Care.</li> <li>Ensure the provision of the right homes, in the right locations, which are affordable and meet people's needs</li> </ul>	<p><b>Q2</b> <b>Q1</b></p> <p><b>Q4</b></p> <p><b>Q4</b> <b>Q4</b></p>
Every child grows up loved, safe and respected and able to realise their full potential (The Promise).	<ul style="list-style-type: none"> <li>Reframe the language used in relation to care experienced children, young people and their families across practice, policy and procedure.</li> <li>Ensure that all care experienced children and their families will have access to independent advocacy at all stages of their experience of care.</li> <li>Review the approach to early intervention services for children and families who require additional support.</li> </ul>	<p><b>Q1</b></p> <p><b>Q3</b></p> <p><b>Q2</b></p>
Services are designed around service users' needs, focus on prevention, early intervention and minimise health inequalities.	<ul style="list-style-type: none"> <li>Develop health and care models that are integrated, sustainable and meet the needs of Borders residents.</li> <li>Implement a Health and Social Care workforce plan and develop a workforce plan for Children and Families social work.</li> <li>Develop our social prescribing function for care at home and GP's.</li> </ul>	<p><b>Q4</b></p> <p><b>Q4</b> <b>Q2</b></p>
The right services are commissioned and developed with partners and will meet the outcomes of any future National Care Service.	<ul style="list-style-type: none"> <li>Establish collaboratives for Care at Home and Care Home provision.</li> <li>Revise Commissioning Governance Structure for social care commissioning.</li> <li>Map the current commissioning arrangements across social care.</li> <li>Develop a Commissioning Work plan for three years (from April 2023 onwards).</li> </ul>	<p><b>Q1</b></p> <p><b>Q1</b> <b>Q1</b> <b>Q4</b></p>
People have access to quality cultural, play, leisure and sport activities.	Develop and action a Cycling, Sport and Physical Education, Library and Culture strategies.	<b>Q2</b>
Unpaid Carers are well supported.	Identifying the needs of unpaid carers at a locality level and developing services to meet those needs.	<b>Q4</b>

## WORKING TOGETHER, IMPROVING LIVES

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



Outcomes	Actions	Quarter
Services are designed to meet people's needs	<ul style="list-style-type: none"> <li>Undertake extensive redesign of all business processes to put customers at their heart – First phase Social Work.</li> <li>Undertake a comprehensive analysis of all available customer intelligence and surveys to determine gaps and areas for priority in Council Plan 2023/24.</li> <li>Fully implement the new Performance Management Framework, including a self evaluation for all SBC services.</li> </ul>	<b>Q4</b> <b>Q4</b> <b>Q4</b>
Community action is facilitated and supported by the complementary actions of SBC.	<ul style="list-style-type: none"> <li>Implement changes to project planning process to ensure closer working with communities within all service redesign activities.</li> </ul>	<b>Q1</b>
Inequality is reduced through targeted activity with all partners.	<ul style="list-style-type: none"> <li>A new process will be implemented to ensure that all new policies, service changes and major developments will be informed by a transparent impact assessment, which is published and easily accessible.</li> <li>Review the delivery of the Inequalities Strategy and Child Poverty Strategy.</li> </ul>	<b>Q1</b> <b>Q2</b>
Digital technology is maximised to make service delivery better.	<ul style="list-style-type: none"> <li>Implement a comprehensive Programme of Digital Transformation (Pathfinder Programme) across Social Work Services.</li> <li>Implement new customer access channels and tools, including a renewed website &amp; more online functionality.</li> </ul>	<b>Q3</b> <b>Q3</b>
Better outcomes are delivered through effective partnership working.	<ul style="list-style-type: none"> <li>Develop, consult &amp; launch a new Community Plan that sets out key partnership priorities and actions for the Scottish Borders.</li> <li>Work in partnership with all key local partners to implement an agreed Digital Strategy, action plan and investment opportunities plan for the Scottish Borders.</li> <li>Explore all opportunities for sharing staffing resources with all key partners as part of the service/financial/people planning processes.</li> </ul>	<b>Q2</b> <b>Q3</b> <b>Q4</b>



## **Chapter 3:** **Locality Actions**

## Locality Actions

**Berwickshire** - This page presents priority work for Berwickshire for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



**Coastal defences:** Develop an asset management plan for coastal defences in Berwickshire.

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss

**Community Food Growing:** Support Community Growing Initiatives across Berwickshire Communities (including with Ayton, BAVs, Cockburnspath, Coldingham, Duns, Eyemouth, and Fouliden).



**Eyemouth:** Present proposals for new Eyemouth Primary School, Early Years and Family Centre provision to community.

**Mid-Berwickshire:** undertake an options appraisal to determine opportunities for integrated community use of facilities in Swinton Primary.



**Demand Responsive Transport Pilot:** Continue testing the viability of Demand Responsive Transport and Mobility as a Service, empowering communities through the use of flexible public transport.

**Eyemouth Waterfront Regeneration:** in partnership with local communities, regenerate the Old Fishmarket and the Sea Garden on Eyemouth Waterfront.

**Borderlands Business Infrastructure:** Start construction of business units at Coldstream for micro and small-sized businesses (Borderlands Inclusive Growth Deal).



**Eyemouth Town Plan** – Support the Eyemouth Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Berwickshire Place Making** – Support the Berwickshire Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans.

**Berwickshire Area Partnership** – Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations and, in particular, strengthen its role in the oversight of place making, development of a locality plan and the widening of engagement of Community Planning Partners in this process.



**Eyemouth extra Care Housing:** Develop a proposal for Extra Care Housing in the Eyemouth area in conjunction with our strategic housing providers.

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.

## Locality Actions

**Cheviot** - This page presents priority work for Cheviot for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss

**Community Food Growing:** Support Community Growing Initiatives at Kelso Abbey Community Orchard and Kelso Community Food Garden

**Green Learning Spaces:** Develop Broomlands Primary School Community Eco Garden and Kelso High School Bees and Bushcraft.



**Jedburgh:** expand opportunities for intergenerational learning and opportunities within the new campus environment.

**Working with partners:** develop employment and skills pathways across Roxburgh estates.



**Jedburgh Corner Building:** Begin the restoration of this key town centre site.

**Old School Site:** Following consultation, begin work around this key local asset.



**Jedburgh Town Plan** – Support the Jedburgh Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Cheviot Place Making** – Support the Cheviot Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans.

**Cheviot Area Partnership** – Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement of Community Planning Partners in this process.



**Kelso Extra Care Housing:** Open 36 newly built one bedroom Extra Care Housing properties in Kelso (Summer 2023).

**Amenity Housing:** In partnership with our strategic housing providers develop model for Amenity Housing within the Kelso extra care housing development site.

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.



## Locality Actions

**Eildon** – This page presents priority work for Eildon for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



**Flood Management:** develop flood risk management strategy and plan for Earlston, and on a flood scheme preparation assessment for Ettrick Valley.

**Environmental and biodiversity improvements:** progress biodiversity improvements to Gala Waterfront, the Mill Lade, Greenspace Regeneration Selkirk, and the Mauldsheugh Wood Nature Trail.

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss



**Earlston Primary School and Health Centre co-location:** Continue construction of new primary school, library and Health Centre in Earlston and begin to implement opportunities for intergenerational projects.

**Galashiels Academy Campus:** Begin construction of the new Academy in Galashiels and engage with community groups to ensure full social value benefits are realised.

**Inspire Tweedbank:** Implement programme of opportunities for digital skills development utilising Inspire Learning Tweedbank Centre of Digital Excellence.



**The Great Tapestry 5G Innovation Centre.** Continue work with LiveBorders, Inspire Learning, and Traveltech on a pioneering education project focusing on digital access and online experience.

**Tweedbank Extension:** Complete the first phase of the enabling infrastructure (including roads, digital connection, etc.) for the Council's marquee project at Tweedbank.



**Galashiels Town Plan** – Support the Galashiels Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Eildon Place Making** – Support the Eildon Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans.

**Eildon Area Partnership** – Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement of Community Planning Partners in this process.



**Tweedbank Care Village:** Commence build on the Tweedbank Development namely the Care Village, Complex Care Unit and the Young Persons Complex Care unit

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.

## Locality Actions

**Teviot and Liddesdale** - This page presents priority work for Teviot and Liddesdale for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



**Flood Protection:** Develop the Hawick Flood Protection scheme, a flood risk management, strategy and plan for Newcastleton, including a bund, and a flood scheme preparation assessment for Whitelaw/Crowbyres.

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss



**Hawick High School** – Continue to develop design for Hawick High School and engage with stakeholders and community to ensure all opportunities are identified.

**Newcastleton Primary School:** Develop partnership between school and Community Development Trust to implement supports such as breakfast club and wellbeing activities for young people.



**Hawick Business Centre:** Continue the construction of a multi-disciplinary business centre offering a mix of private and co-op offices on the site of the derelict shopping centre.

**Hawick Active Travel Network:** Progress the development of cycling and walking paths alongside the flood protection scheme.

**Infrastructure:** In collaboration with SPEN, deliver upgrades to the electricity infrastructure essential for future households and the deployment of electric vehicles.



**Hawick Town Plan** – Support the Hawick Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Teviot & Liddesdale Place Making** – Support the Teviot & Liddesdale Area Partnership in working with interested communities to develop community-led place plans.

**Teviot & Liddesdale Area Partnership** – Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement of Community Planning Partners in this process.



**Hawick Care Village:** Develop a full business case for the Hawick Care Village

**Hawick Extra Care Housing Development:** Draft a delivery plan for extra Care Housing in Hawick

**Hawick Learning Disability supported living:** Develop a full business case for the Hawick Learning Disability Supported Living provision.

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.

## Locality Actions

**Tweeddale** - This page presents priority work for Tweeddale for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



**Flood Protection** – Develop several flood risk initiatives, including a flood risk management strategies and plans for Peebles, Innerleithen, and Broughton.

**The Eddleston Water Project** – Investigate the effectiveness of natural flood management (NFM) techniques and habitat restoration measures at a catchment scale

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss.



**Peebles High School:** Begin construction of new high school in Peebles and engage with young people, their families and the community to support transition to new models of learning and service delivery.

**Eddleston:** Explore opportunities for outdoor learning spaces in Eddleston.



**Mountain Bike Innovation Centre:** Continue to work with SOSE and Napier University in their development of a Mountain Bike Innovation Centre at Cairlee Mill.

**Cycling World Championships 2023:** Seize the opportunity provided by the CWC to promote economic and business opportunities in and cycling across the whole region.



**Tweeddale Place Making** – Support the Tweeddale Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans .

**Tweeddale Area Partnership** – Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations and, in particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement of Community Planning Partners in this process.



**Peebles Extra Care Housing development:** Develop a business case of Extra Care Housing In Peebles.

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.