



Foreword [by Council Leader]

Welcome to our latest Council Plan.

The past three years have been a turbulent time for the Scottish Borders, our communities and council. From the COVID pandemic to Storm Arwen, to the cost-of-living crisis, every family, every household has felt the effects of the economic, health, environmental and social challenges we have all had to face.

As leader of Scottish Borders Council, I am immensely proud of the resilience and dedication demonstrated by colleagues across our services as they responded to these major challenges. Much of their work (some of it highlighted on page 2 and 3) is unsung, but vital. Particular milestones include:

- Helping those most in need throughout this cost-of-living crisis by providing financial assistance of over £140k in crisis grants and over £600k in community care grants from the [Scottish Welfare Fund](#).
- Supporting 200 looked after children within the Borders.
- Achieving one of the best recycling rates in Scotland and sending less than 0.5% of our waste to landfill.

As we look forward, the future looks no less challenging. We must keep delivering our essential public services to the standard people expect, while supporting those who need it most, and protecting the environment that sustains us - all while Council finances come under even greater pressure. There are also golden opportunities we must grasp whether within the [Borderlands Inclusive Growth Deal](#), the [Edinburgh and South-East Scotland City Region](#), or our [Levelling Up Funding Partnership](#) with central government.

Now more than ever, the Scottish Borders needs a Council that can adapt quickly and effectively while continuing to deliver the services our communities need within the resources available. There are big issues to be addressed, whether working with Live Borders to deliver sustainable leisure, sport and cultural services or in the development of a Council estate aligned to future needs.

In setting out a strategic vision for the future, our new Council Plan seeks to help us meet the challenges ahead. Of course, one document cannot capture everything, but what follows captures the bold ambition and significant work to which the Council is committed to over the coming financial year, representing vital steps on the road to delivering our long-term vision.

I'd add that the Council cannot deliver on its own. To improve lives, we must work together. A keynote of our approach 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.

As ever, this is a shared endeavour, and we look forward to carrying on the journey with you.

Delivering for the Scottish Borders



Scottish Borders Council delivers over 600 services. While it would not be possible to capture what we deliver day-to-day in one document, pages 2 and 3 provide a snapshot of routine excellence delivered across council services during 2023/2024.

Fulfilling Our Potential

Delivering high quality education to over 16,000 children across 59 primary schools and 9 secondary schools.

Delivering over 1.6 million school meals per year to pupils across our primary and secondary schools.

Supporting 2354 children from 418 families through the [‘Get into Summer’](#) programme.

Employing 45 Modern Apprentices to provide more local work opportunities within the Council.

Empowered, Vibrant Communities

Supporting local communities in developing and implementing 56 community resilience plans, 58 place plans, and enabling people to participate in decisions that affect their lives in the Borders.

Awarding over £400k in community funding across the Borders.

Paying out £21.5m to over 4500 household in housing benefits, and £1.14m in discretionary housing payments to over 1800 households, enabling them to meet their housing costs.

Giving back to communities by enabling SBC staff to volunteer during work hours for over 170 cumulative hours last year.

Working Together, Improving Lives

Delivering £350m worth of services and a capital investment plan in the Borders of £454m over 10 years.

Strengthening the council’s performance management processes to ensure that we can demonstrate improvement as a result of our actions, by monitoring 88 actions and over 100 performance indicators per quarter.

Paying a real living wage to Scottish Borders Council employees – the largest workforce in the region which delivers excellent services daily.

Delivering for the Scottish Borders



Clean, Green Future

Collecting the waste of over 59,000 households, and managing over 70 recycling points and 7 community recycling centres, while achieving the top recycling rate for rural councils.

Maintaining 12 flood protection schemes across the region in responding to the effects of climate change and extreme weather events.

Incorporating biodiversity and nature restoration across 950 hectares of greenspace.

Awarding £1.8m funding across 2023/2024 to support retrofit energy efficiency improvements and renewable technologies targeted at properties in fuel poverty.

Good Health and Wellbeing

Providing over 10,500 Care at Home Hours and Over 14,500 Supported living hours per week to support people to live at home independently.

Maintaining over 420km of Scotland Great Trail sections, 187 play parks and providing 1232 regular volunteer led health walks through [Walk It](#), to support people to reap the health benefits of access to outdoor space.

Supporting 220 victims of domestic abuse and 217 looked after children.

Supporting Borderers in realising over £2.2m in cumulative monetary gains, such as appropriate benefit entitlements, over 2022/2023.

Strong, Inclusive Economy, Transport and Infrastructure

Maintaining over 1,800 miles of public roads across the region, as well as some 490 miles of public footway, more than 1200 bridges and structures, and 860 miles of walking and access routes.

Awarding over 30 contracts including community benefits, leading to the creation of 49 employment and skills opportunities across the year.

Supporting 107 new business start-ups through Business Gateway.

Investing £1.45 million of Share Prosperity Funding in local projects.

Helping 360 people into work, education or training through the Employability Service.



INTRODUCTION [by Chief Executive]

Over the last 2 years, we have been taking the Council Plan in a new direction to support creation of an agile and effective organisation, capable of meeting long-term challenge and grasping opportunities in a volatile world. Our aim is an annual Plan that:

- i. is short and simple but clear in its actions and aims.
- ii. sets a strategic framework for Council decision-making and services reflected in the Council's Financial Plans.
- iii. is informed by strong engagement with local communities.
- iv. is monitored through effective [Performance Management](#) that allows us to build on what is working and to change what is not working well enough.

Page 5 sets out in graphic form the different elements which shape the Council Plan. The Council Plan has three parts:

Page 6 'Our Vision for 2033', sets out our long-term strategic ambitions. These concern complex issues resistant to single simple solutions, which require sustained activity, typically necessitating a partnership approach, over many years. They include a Just Transition to Net Zero; Poverty; and Low Economic Productivity and Wages. Embodying both the challenges and opportunities we face as a region, we extrapolate a vision for where we want to be by 2033.

That vision gives rise to the actions we intend to deliver across the Scottish Borders in 2024-2025 and this is detailed in the **'Scottish Borders-Wide Actions' section**. Subsequent Council Plans will continue to build on this process, comprising steps on the road to long-term delivery of our vision for the region.

As a vital element of that journey, the Council Plan is strongly informed by our past performance. Did we do what we said we would? And did we do it by the month end referred to in the 'Target Date'? Last year, I'm pleased to report we delivered 63 of the 73 milestones we had set in the Council Plan. 7 of the milestones which have not been delivered will feature in this year's plan.

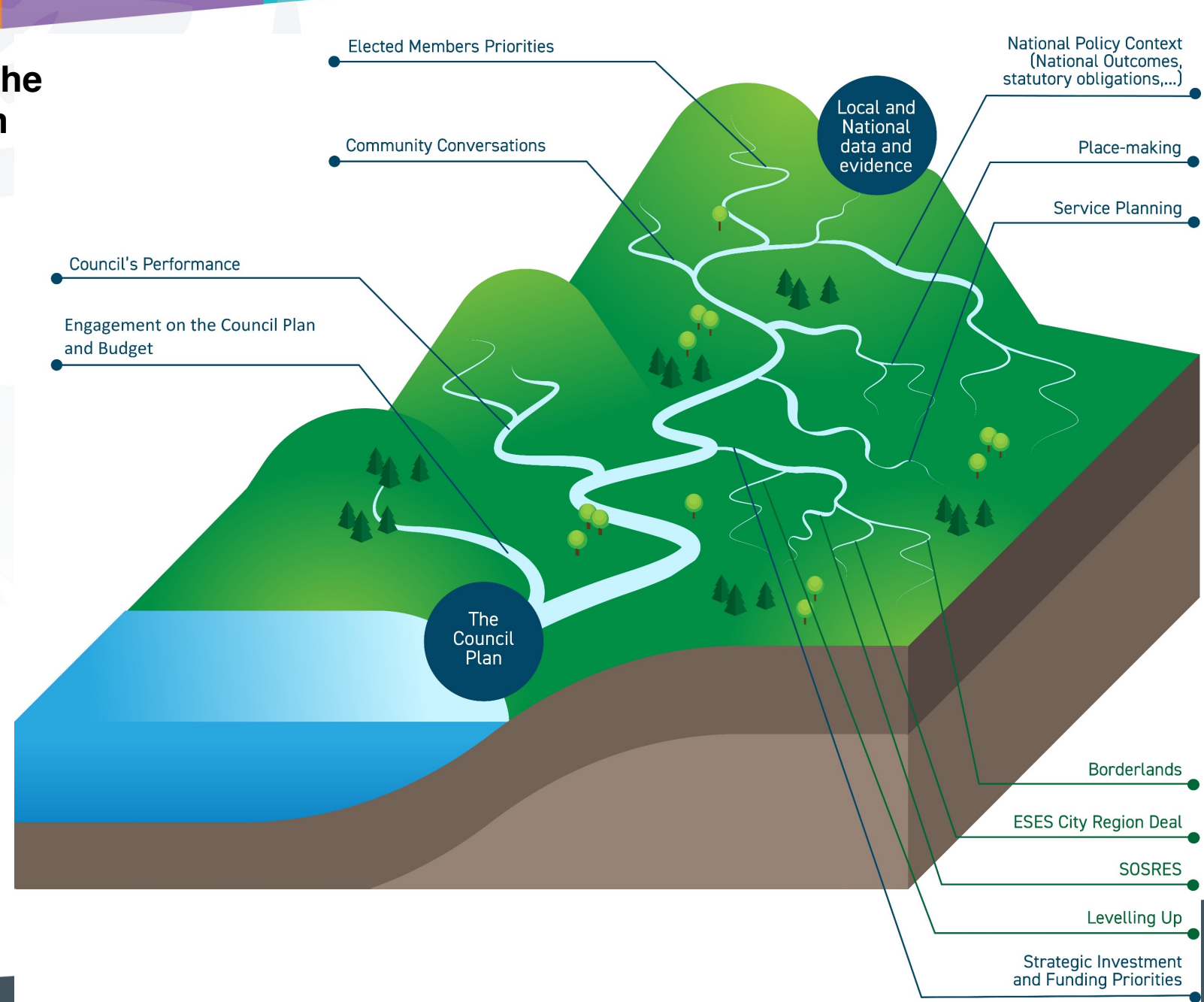
In the 'Localities Actions' section, we set out for each of the 5 'localities' of the Scottish Borders clear ambition, action and outcomes in the same way the 'Scottish Borders-Wide Actions' section seeks to do for the Scottish Borders as a whole.

Informed by this summer's Community Conversations, and ongoing engagement through Place-making, our aim is Locality Actions which speak to 'People and Places' across the Scottish Borders by setting out the priorities for different communities, whether in Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, or Tweeddale.

There are three further points to highlight:

- Values matter. They help establish the culture we want to shape our decision and actions. In their focus on people, fairness, sustainability, and agility, our values resonate throughout the document, and are set out alongside our vision on page 6.
- The last couple of years, marked by an ongoing cost-of-living crisis, a pandemic and the climate and nature crisis have highlighted that we are operating in an increasingly uncertain environment. To meet future challenges and seize new opportunities, the Council must change and constantly adapt.
- As the Council confronts further real terms funding reductions, it is increasingly clear, we must also 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.

What shapes the Council Plan





Our Values

Agile

We take advantage of new opportunities to delivery 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.

People Focused

Working collaboratively with colleagues and partners, everything we do is for the benefit of our communities.

Inclusive and Fair

We ensure everyone has the best opportunities and always seek to act fairly.





Scottish Borders-Wide Actions

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	Target date
Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045.	<ul style="list-style-type: none"> • Ensure the Council is on track to meet its emissions targets comprising: <ul style="list-style-type: none"> ➢ An organisational target of Net Zero by 2045 ➢ A 20% reduction in fleet fossil fuel (petrol, diesel) consumption and a 20% reduction in business mileage where employees use their own car for work by 2024-2025 ➢ Develop a plan to address direct emissions associated with the Council's estate by 30 November 2024 • Working on a partnership basis within the South of Scotland and within the Scottish Borders Community Planning Partnership, develop a South of Scotland route map to Net Zero with a focus on an initial 5-year action plan, and a complementary Scottish Borders regional approach to delivering emissions mitigation and climate-ready region. 	<p>03/2025</p> <p>03/2025</p>
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"> • Protect and increase the resilience of communities and infrastructure from climate change and extreme weather events through: <ul style="list-style-type: none"> ➢ Delivery of flood protection and coastal change/adaptation schemes (Individual schemes are set out within the Localities Section of this Council Plan) ➢ Increasing the number and supporting development of active Community Resilience Plans ➢ Maximising the numbers of individuals signed up to SB Alerts • Progress 'in-cab' technology for waste services, and a trade waste database to help make better informed decisions to support more efficient and effective service delivery. • Working with Edinburgh and South-East Scotland City Region partners, complete a regional climate risk and opportunity assessment to include the Borders Economy and Infrastructure. 	<p>03/2025</p> <p>03/2025</p> <p>03/2025</p>
Positive behaviour change which supports sustainable use of resources and increased community resilience	<ul style="list-style-type: none"> • Pilot the 'Recollect' web service and app to help the public to reduce, reuse and recycle by clarifying what can be reused or recycled, while providing notifications and bin collection dates. • Support the development of a Scottish Borders Climate Action Network of organisations and individuals to stimulate community action on climate resilience and greenhouse gas emissions reduction. 	<p>03/2025</p> <p>03/2025</p>
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"> • Publish and begin implementation of a long-term Scottish Borders Local Heat and Energy Efficiency Strategy, focused upon fuel poverty challenges, and opportunities for energy efficiency and renewable heat alternatives. • Deliver retrofit insulation and renewable heat systems to homes in the Scottish Borders under Energy Efficient Scotland Area-Based Schemes. • Identify and facilitate a pilot programme of local energy investment opportunities for the Scottish Borders which can be progressed within the Borderlands Energy Masterplan. 	<p>09/2024</p> <p>03/2025</p> <p>03/2025</p>
Protected, managed and restored	<ul style="list-style-type: none"> • Submit Borderlands Business Cases to UK and Scottish Governments to support delivery of 6 Natural Capital pilot projects which aim 	<p>03/2025</p>

Scottish Borders-Wide Actions

FULFILLING OUR POTENTIAL

Priority: Empower 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	Target Date
Raise attainment in literacy and numeracy closing the attainment gap between the most and least disadvantaged	<ul style="list-style-type: none"> • Increase the proportion of school leavers attaining 1 or more awards at SCQF level 5 and 6. • Improve the performance in numeracy and literacy of children and young people in P1, P4, P7 and S3, as reflected in the Achievement of Curriculum for Excellence. • Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more awards at any SCQF level. • Sustain the percentage of school leavers entering a positive destination. 	<p>12/2024</p> <p>12/2024</p> <p>12/2024</p> <p>12/2024</p>
Raise attainment through improved inclusion, equity and wellbeing for all children and young people	<ul style="list-style-type: none"> • Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge. • Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice. • Implement the Respectful Relationships and Anti-Bullying Policy across all schools and settings. • Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working. • Increase service delivery and resource allocation at cluster level to ensure that decision-making sits at the heart of the community, notably, ensure that Early Learning and Childcare is embedded into a local delivery model. • Develop a SBC Outdoor learning Strategy to ensure that children and young people in Borders schools benefit from a consistent and high-quality wellbeing-focused approach to outdoor play and activity. 	<p>12/2024</p> <p>12/2024</p> <p>03/2025</p> <p>03/2025</p> <p>03/2025</p>
Improve employability skills to enable sustained positive school leaver destinations	<ul style="list-style-type: none"> • Increase the number of qualifications available to pupils in the senior phase, as part of a broader programme of actions designed to produce better pathways for young people from child to adulthood. • Increase the proportion of 16-19 year olds participating in education, employment or training based on the Annual Participation Measure produced by Skills Development Scotland. 	<p>12/2024</p> <p>12/2024</p>
Increase young people's participation in the planning, provision and delivery of services	<ul style="list-style-type: none"> • Develop a multi-agency children and young people's participation and engagement strategy, ensuring that the voices of children and young people across the Borders, in particular those with protected characteristics, are at the heart of our decision-making processes. 	<p>09/2024</p>

Scottish Borders-Wide Actions

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	Target Date
<p>A stronger, greener, more inclusive economy, which promotes the wellbeing of our residents and revitalises our town centres, ensuring that local businesses and social enterprises thrive.</p>	<ul style="list-style-type: none"> • Deliver a new Events and Tourism Strategy across 2024, informed by the South of Scotland (SoS) Responsible Tourism Strategy, the SoS Cycling Strategy, and Regional Events Strategy. • With partners, promote the potential for inward investment within the Borders, focusing on the development of business space and housing, as part of the South of Scotland Inward Investment Strategy. • Working with Edinburgh and South-East Scotland City Region, support the development of a proposal for a Regional Intelligence Hub to develop data, analytical insights and expertise to support inclusive and evidence-informed policy-making on a regional scale. • Promote Community Wealth Building by maximising community benefits and enabling local businesses to access the opportunities offered by the Council's procurement programme, as part of a refreshed 2024/2025 Corporate Procurement Strategy; and by pursuing community benefits opportunities arising from onshore wind in conjunction with partners. • Develop the Levelling Up Partnership, totalling £20m, in collaboration with UK and Scottish Governments to identify key investment opportunities within the region. • 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. 	<p>03/2025</p> <p>12/2024</p> <p>03/2025</p> <p>03/2025</p> <p>03/2025</p> <p>12/2024</p>
<p>Enhance digital and transport connectivity.</p>	<ul style="list-style-type: none"> • Implement our Digital Strategy and action plan, in collaboration with regional partners, maximising digital investment opportunities for the Borders to include areas lacking 4G coverage and promotion of 5G in connection with the Destination Tweed project, thus supporting our ambition of becoming a Smart Rural Region. • Continue to advocate for the electrification of the 1st stage of the Borders Railway, and develop the business case for the extension of the Railway to Hawick and Carlisle. • Develop a Local Access and Transport Strategy and Active Travel Delivery Plan, informed by the SoS Cycling Strategy, with the overarching aspiration being a fully integrated transport system between bus, rail and other transport modes across the region, supporting integration into bus and rail. • Complete the Bus Network Review of the Scottish Borders, with the objectives of designing a network which is based on community and business needs and supports increased use of public transport, and lower greenhouse gas emitting modes of travel. • Implement a rural taxi-bus pilot funded through the Shared Prosperity Fund for three areas in the Scottish Borders, around Selkirk, Jedburgh and Newcastleton, to provide agile and cost-effective connections between rural areas and the identified towns. 	<p>03/2025</p> <p>03/2025</p> <p>03/2025</p> <p>06/2024</p> <p>03/2025</p>
<p>Support young people and adults who face challenging barriers to finding and</p>	<ul style="list-style-type: none"> • Continue to play a lead role in the delivery of Employability Support across the region, working with the Local Employability Partnership (LEP) to shape the delivery of support according to the needs of young people and adults across the region. 	<p>03/2025</p>

Scottish Borders-Wide Actions

EMPOWERED VIBRANT COMMUNITIES

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



Outcomes	Actions	Target Date
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"> • Support communities in the Borderlands target towns of Eyemouth, Galashiels, Hawick and Jedburgh to develop community-led plans and associated investment plans. • Support the additional 54 communities which have expressed an interest in developing place plans, to promote a partnership approach at the local level to create plans which can be endorsed and registered under planning regulations. • Implement the increase of £16,070 in the financial support to Community Councils to better enable them to serve their communities, and increase the resources available to festivals across the region (totalling £30,000), on an application basis, to help manage increased health and safety cost pressures in the delivery of events. 	<p>03/2025</p> <p>03/2025</p> <p>03/2025</p>
Enhanced participation and engagement which empowers communities to shape the decisions which affect them.	<ul style="list-style-type: none"> • Embed a new and improved community engagement approach which facilitates communication between local communities and the Council, encourages young people to contribute, and is inclusive of all Borderers. • Support the process of electing Members of the Scottish Youth Parliament (MSYPs) every 2 years and support the elected MSYPs in their roles both locally and nationally thereby promoting and developing civic literacy and engagement for young people. 	<p>03/2025</p> <p>03/2025</p>
Modern, sustainable and simplified services that meet the needs of communities and customers	<ul style="list-style-type: none"> • Refresh our website to improve communication and accessibility for the public. • Working with partners, seek to maximise the value and impact of community benefits arising from economic activity within the region, such as onshore and off-shore wind developments, Regional Growth Deals, other capital projects and economic activity. 	<p>03/2025</p> <p>12/2024</p>
Sustainable use of land and buildings	<ul style="list-style-type: none"> • Implement the Scottish Borders Local Housing Strategy 2023-2028 with a view to delivering more homes, including affordable homes, in well designed, sustainable communities that increase opportunities for all, supporting personal independence, health and wellbeing, and address homelessness. • Review the Council's estate with a view to delivering sustainable services from the right buildings in the right places. • Work with communities to empower them and build local capacity in support of asset transfers when they are a viable option, and enable the delivery of person-centred services in partnership with communities. 	<p>03/2025</p> <p>03/2025</p> <p>03/2025</p>
Reduce the number of children in poverty; and reduce the impact of living in poverty on families	<ul style="list-style-type: none"> • Update our evidence base, 'The Picture of Poverty', ensuring that we have an up-to-date understanding of the needs of people across the Borders. • Produce a full refresh of the Council's Anti-Poverty Strategy, following partnership work and public consultation. • Produce an annual update of the Local Child Poverty report and action plan to guide further action on poverty. • Establish a post to create a credit union in the Scottish Borders with the aim of providing sustainable and affordable credit to families and individuals. 	<p>06/2024</p> <p>09/2024</p> <p>09/2024</p> <p>03/2025</p>

Scottish Borders-Wide Actions

GOOD HEALTH AND WELLBEING



Priority: Ensure 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	Target Date
<p>People of the Scottish Borders are supported and enabled to take control of their health and wellbeing and enjoy a high quality of life – This includes ensuring support for unpaid carers.</p>	<ul style="list-style-type: none"> • Implement an Integrated Community Reablement Service, giving all service users the opportunity of up to 6 weeks’ reablement support. • Continue to provide support to the MacMillan Improving Cancer Journeys joint partnership venture, delivering good quality advice, information and emotional support to those diagnosed with cancer and their families • Work in partnership to deliver ‘Creating Hope in the Scottish Borders’, the local three-year action plan for Mental Health Improvement and Suicide Prevention which aims to increase the number of people in good mental health at every age and stage of life and to reduce the number of suicide deaths in the Scottish Borders. • Develop social prescribing across the Scottish Borders to provide activity and projects which offer support to improve and maintain the health and wellbeing of the adult population and prevent unnecessary use of public funded health and social care services. • Further develop and implement the Carers’ Implementation Plan. 	<p>06/2024 06/2024 06/2024 06/2024 06/2024</p>
<p>Every child grows up loved, safe and respected and able to realise their full potential (The Promise)</p>	<ul style="list-style-type: none"> • Development of an Early Intervention / Intensive Family Support Teams which operate across the Scottish Borders. These teams will offer holistic family support to families most in need of additional support. • Commission an independent advocacy service for all children and young people aged up to 26 years of age which will focus on those involved in formal processes within children’s services. • Develop a multi-agency Participation and Engagement Strategy for Children’s Services. This will provide a framework for the development of participation, engagement and co-production with children, young people and their families. 	<p>06/2024 06/2024 09/2024</p>
<p>Services are designed around service users’ needs and focus on prevention, early intervention and minimising health inequalities</p>	<ul style="list-style-type: none"> • Increase the use of Technology Enabled Care and assistive equipment from the Community Equipment Store, enabling people to remain independent for as long as possible. • Develop the interface between SBC and NHS Occupational Therapy Staff, to ensure a coordinated approach to Occupational Therapy support. • Produce a partnership agreed Strategic Plan for young people and adults across the Borders giving a clear operational and commissioning direction to services for the next 3/5 years. • Increase capacity by adopting a new approach to care at home delivery. This includes working collaboratively with care at home providers, focusing on a person’s outcomes, the use of Technology or a provider being contracted on a block basis. 	<p>09/2024 06/2024 03/2025 03/2025</p>
<p>The right services are commissioned and developed with partners and will meet the outcomes of any future National Care Service</p>	<ul style="list-style-type: none"> • Establish a corporate council commissioning framework which will ensure consistency in the approach to commissioning across all council areas and mean that services are planned and commissioned based on need and delivery of services ensures best value and better outcomes for the people using these services. 	<p>03/2025</p>

Scottish Borders-Wide Actions

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	Target date
Services are designed to meet people's needs	<ul style="list-style-type: none"> • All service redesign activities will incorporate the principles set out in the new Customer Strategy and Community Engagement Strategy, so that the needs of SBC's customers are at the heart of all key service decisions and policy changes. • Complete a programme of Transformation Change in partnership with Live Borders to develop excellent services, financial sustainability and clearer strategic outcomes. 	<p>03/2025</p> <p>03/2025</p>
Best value is achieved across all services	<ul style="list-style-type: none"> • Redefine SBC's Transformation Programme for the next 5 years, including the development and implementation of a new Operating Model, to ensure ongoing high service standards, financial sustainability and modernisation in a rapidly changing context. This will include developing: <ul style="list-style-type: none"> • a new SBC-wide strategy for commissioning services to ensure best value from all SBC spend. • a strategy to maximise external funding opportunities for investment in the Scottish Borders. • a review of all processes in order to streamline all SBC services towards better customer outcomes. • a review, modernisation & consolidation of all SBC's estate to ensure financial and environmental sustainability, including clear partnership co-location options aligned with customer needs. 	<p>03/2025</p>
SBC is an employer of choice	<ul style="list-style-type: none"> • Implement new Career Pathways across all SBC Services, to provide greater clarity for all staff on development opportunities in line with SBC's corporate direction. • Develop ongoing programme of upskilling in Digital Skills for all SBC staff, empowering all staff to contribute to SBC's digital future operating model. 	<p>06/2024</p> <p>09/2024</p>
Digital technology is maximised to make service delivery better	<ul style="list-style-type: none"> • Complete Digital Transformation Programme in Protective Services, to facilitate more customer focused and responsive activity across various critical functions. • Develop a SBC Strategy & clear policies for Artificial Intelligence, to embrace opportunities, enhance service delivery and ensure maximum customer benefits. • Improve visibility of all services by rolling out Business Intelligence, which will facilitate better service decision making, improved transparency on key performance, and increase quality assurance for customer delivery. 	<p>12/2024</p> <p>06/2024</p> <p>12/2024</p>
Better outcomes are delivered through effective partnership working	<ul style="list-style-type: none"> • Develop better information sharing systems and protocols, including deployment of Health Share jointly with NHS Borders. • Develop and implement an Integrated Workforce Plan to enhance joint staff development arrangements with NHS Borders. • Develop a blueprint for a 'Smart Rural Region' and for how SBC's Digital Strategy can be fully realised to deliver high quality digitally enabled services and innovation for SBC and its partners. 	<p>09/2024</p> <p>09/2024</p> <p>12/2024</p>



Localities Actions

Localities 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 delivery.



Develop a Coastal Change Adaptation Plan for the Berwickshire Coastline which will detail the type of interventions required to manage coastal erosion and flooding due to changes in climate.

Work with [BAVS](#) to promote reuse of second-hand goods by the public, promoting the circular economy.

In collaboration with local communities in Duns and Westruther, pilot a grass management review aiming at enhancing biodiversity and focusing resources to reflect local priorities.



Continue the development of Eyemouth Primary School, ensuring engagement with the community in the development plans.

Increase service delivery and resource allocation at cluster level, for Eyemouth and Berwickshire [school clusters](#), to ensure that decision-making sits at the heart of the community.



Funded by the Borderlands Inclusive Growth Deal, develop business units at Coldstream industrial estate, creating additional business space to support the local economy.

Continue to support Eyemouth Harbour Trust to explore opportunities arising from the development of the offshore wind sector, through the development of both a port masterplan for Eyemouth, and an investment prospectus and further strengthen local and regional supply chains.

Unlock additional business space in Duns through extension of the Industrial Estate access road.

Continue to support the well-received Demand Response Transport Pingo Service within Berwickshire.



Support the Eyemouth Town Team in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

As part of the place-making process, support communities in Duns, Coldstream and Leitholm Eccles and Birgham, to develop community-led place plans.

Support a Berwickshire (and Cheviot) pilot to build community capacity, through a funded role within Borders Community Action.

Strengthen the Berwickshire Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community](#)



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

Refurbish and renew play park equipment in Windram Park Chirnside.

Localities 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 delivery.



Undertake a detailed assessment of the flooding within Jedburgh, allowing us to develop designs and options to reduce the impact of floods on local communities.

With [Borders Forest Trust](#), support Kelso Rotary Club to deliver a tree planting project at Town Yetholm Playing Field.



Increase service delivery and resource allocation at cluster level, for Kelso and Jedburgh [school clusters](#), to ensure that decision-making sits at the heart of the community.

Continue to work with young people in Jedburgh on developing and delivering the Neighbourhood Plan for Jedburgh, as part of a '[A Place in Childhood](#)'.



In partnership with [Eildon Housing Association](#), construct and open Jedburgh High Street (Corner) Building, regenerating the High Street in Jedburgh and providing local affordable housing in a town centre site.

Work with the Jedburgh Town Team to develop proposals for regeneration of the former Jedburgh Grammar School site.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Jedburgh and the surrounding rural areas.



Support the Jedburgh Town Team in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

As part of the place-making process, support Cheviot communities to develop community-led place plans.

Support a Cheviot (and Berwickshire) pilot to build community capacity, through a funded role within Borders Community Action.

Strengthen the Cheviot Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



In partnership with our strategic housing providers develop a model for [Amenity Housing](#) within the Kelso Extra Care Housing programme.

Develop a community garden, working with partners including the third sector and Registered Social Landlords at Orchard Park, Kelso, a former play park which has been decommissioned.

Install a new Skate/Pump Park (a purpose-built track for cycling, skating and BMX), in Jedburgh Town Centre.

Localities 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 delivery.



In collaboration with local communities in Galashiels and Tweedbank, pilot a grass management review aiming at enhancing biodiversity and focusing resources to reflect local priorities.

Through Nature Restoration Funding, complete and monitor the Gunknowe Loch Enhancement Project in Tweedbank, enhancing biodiversity and improving the visual amenity of the loch.



Construct and open Earlston Primary School, creating capacity for 191 primary pupils and 60 early years children, and a library, in an innovative, state of the art and welcoming educational environment.

Continue the construction of Galashiels Academy, a new state of the art community campus, aiming to open it in 2026.

Increase service delivery and resource allocation at cluster level, for the Earlston, Selkirk and Galashiels [school clusters](#), to ensure that decision-making sits at the heart of the community.

Work with Morrison, the project contractor for Galashiels Academy, to deliver a package of community benefits including supply chain work placement opportunities, and skills development sessions for



Continue the Council's leading development of housing and high-quality business units in Tweedbank encouraging people to live, learn, visit and work in the area, as well as attracting inward investment.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Selkirk and the surrounding rural areas.

Support the development of a business improvement district in Galashiels, in which local businesses can work together to enhance the community and local environment.



Support the Galashiels Town Team in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

Support the development of a Town/TD7 Team in Selkirk and surrounding area, and the associated development and delivery of a community-led action plan.

As part of the place-making process, support Eildon communities to develop community-led place plans.

Strengthen the Eildon Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#)



Commence build of the Tweedbank Care Village, a 60-bed development moving away from institutionalised care to create a neighbourhood that is part of the community, and develop the Borders first Residential and Housing Support Facility for Children and Young People with Learning Disabilities.

Roll out a pilot support plan programme, based on high-quality information which allows individual care home residents to be supported and promotes their individual wishes and wellbeing.

Install brand-new play facilities at the site of the previous play park at Woodstock Avenue in Galashiels.

Re-open Barber Millenium Park in Newstead following the installation of new play park equipment.

Localities 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 delivery.



Complete and open one of Scotland's largest flood protection schemes in Hawick.

Continue to implement the flood risk management strategy and plan, including a flood protection scheme for Newcastleton.

In collaboration with local communities in Hawick, pilot a grass management review aiming at enhancing biodiversity and focusing resources to reflect local priorities.



Continue the development of Hawick High School to deliver a world-class and sustainable educational facility providing a wide range of benefits to young people and the community, with the aim of opening the school in 2028.

Increase service delivery and resource allocation at cluster level, for the Hawick [school cluster](#), to ensure that decision-making sits at the heart of the community.

Incorporation and refurbishment of the Nursery within the main building of Newcastleton Primary, providing an enhanced environment and improved access to outdoor areas.



In partnership with [SOSE](#), complete Hawick Business Centre to provide an accelerator hub/incubator for businesses, supporting entrepreneurs and business innovation.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Newcastleton and the surrounding rural areas.

Continue with the delivery of the Hawick Conversation Area Regeneration Scheme, enhancing the public realm by supporting the restoration of historic buildings, upskilling local building trades, and encouraging conservation related careers.



Support the Hawick town team, in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

As part of the place-making process, support communities in Hobkirk, Southdean, Denholm and District, Upper Liddesdale and Hermitage, to develop community-led place plans.

Strengthen the Teviot and Liddesdale Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



Develop a full business case for the Hawick Care Village, supporting lifestyles and personal preferences for living care and wellbeing.

Refurbish and renew play park equipment at Sleepy Valley in Burnfoot (Hawick).

Localities 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 support to delivery.



Develop a flood protection scheme in Peebles, mitigating the effects of climate change.

Work with Comment to promote reuse of second-hand goods by the public, promoting the circular economy.

Progress the [Pollinators Along the Tweed](#) project in the Tweeddale area (Peebles, Innerleithen, Walkerburn, Clovenfords and Broughton) enhancing biodiversity and local amenity as part of the Borderlands Inclusive Growth Deal.



Continue construction of Peebles High School, a sustainable, modern new facility, aiming to open it in 2025.

Increase service delivery and resource allocation at cluster level, for the Peebles [school cluster](#), to ensure that decision-making sits at the heart of the community.



Continue to develop the Mountain Biking Innovation Centre as part of the Borderlands Inclusive Growth Deal, renovating the Caerlee Mill, a world-first project supporting a thriving industry and local communities and businesses.

Develop and implement an advanced wireless pilot project to support connectivity and data gathering at Tweedsmuir to complement the [Destination Tweed](#) programme as part of the [Borderlands 5G Innovation Region](#).

Initiate the refurbishment process of the access to the Chambers Institution in Peebles to unlock future opportunities for the local community.



Support the Peebles Town Team to develop their plan alongside the Chambers Institution Levelling Up Funding project.

As part of the place-making process, support communities across Tweeddale to develop community-led place plans.

Strengthen the Tweeddale Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



Roll out a pilot support plan programme, based on high quality information which allows individual care home residents to be supported and promotes their individual wishes and wellbeing.

Following consultation with the local community, upgrade the play parks in Broughton and Alexandra Park, Walkerburn, replacing old equipment to provide a high-quality space in which children can play and exercise.

Install a Pump Track (a purpose-built track for cycling, skating and BMX), and Mutli-Use Game Area on the Playing Field alongside Tweedholm Avenue in Walkerburn.