



# OUR PLAN for 2018-2023 and your part in it

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



OUR STAFF  
ARE AT THE HEART  
OF WHAT WE DO



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# INTRODUCTION AND CURRENT CONTEXT

On 20th February 2018, SBC approved a new Corporate Plan which sets a direction for SBC for the next five years in order to:

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

Our last Corporate Plan (2013-2018) was very much about what we, as a Council, were going to do. But this time, we're not just saying what we're going to do, we're asking individuals, families, businesses, partners and communities to play their part, and have launched a new campaign called #yourpart to support this new approach to help keep the Borders thriving, despite reducing resources.

**The plan presents SBC's commitments under four themes:**

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

**And against each commitment there is an 'ask' of individual communities etc. For example:**

OUR PLAN OVER THE NEXT 5 YEARS WE WILL	YOUR PART
Design and deliver as many services as we can online, so we can focus our face to face contact on supporting vulnerable individuals and families	Use the services we put online for example applying for Housing Benefit or reporting a complaint to help us to reduce costs - check online before you call

The plan can be found at: [www.scotborders.gov.uk/yourpart](http://www.scotborders.gov.uk/yourpart)  
For more information, email: [yourpart@scotborders.gov.uk](mailto:yourpart@scotborders.gov.uk)

# OUR STAFF ARE AT THE HEART OF WHAT WE DO SO HOW ARE **YOU** PLAYING

## **#yourpart** **to help us keep the Borders thriving?**

The new approach within the Corporate Plan will not only help the Council as a whole but should help individual members of staff across all our service.

### For example:

- If people can use our online services, staff can devote more time to helping those who really need it
- If parents ensure that their children attend school and are ready to learn, then the job of our teachers will be easier.

However, as well as our 'ask' of individuals, families, communities and businesses, we are **asking all staff to play their part**. So over the next four pages, and using the four Corporate Plan themes, we've highlighted the part that staff need to play.

The new **Appraisal process**, which is planned to be rolled out this year and is supported by Business World, is based on all of our teams across SBC being consistently engaged and working to a collective ethos under the Corporate Plan. The new Appraisal process has been designed to encourage all of our staff to focus on continuously improving and planning for the future. This will enable us to focus on developing and embedding great services that strengthen and enhance communities across the Scottish Borders, despite the ongoing reduction in financial resources available.

We are relying on you to **play your part** towards achieving what we have committed to within the SBC Corporate Plan, and with this in mind **everyone** should think about how they incorporate this into objective setting as part of the Appraisal process.

**When developing and agreeing objectives with your line manager you should always be considering**

*How will I play **my** part?*

*By taking this new approach,...*

*...I am confident that SBC can continue to provide high quality, sustainable services into the future that our residents value and that improve quality of life for everyone.*



The commitments we have made under this theme affect everyone working within SBC:

## OUR SERVICE FOR YOU

AS AN ORGANISATION, WE HAVE COMMITTED TO:	WE NEED YOU TO:
<p>Design and deliver as many services as we can online, so we can focus our face to face contact on supporting vulnerable individuals and families</p> <p>Build the digital skills of our staff and within communities through training programmes</p> <p>Develop our Customer Advice and Support Service (CASS) further to ensure we provide relevant help including dealing with changes to the benefits system and the move to Universal Credit</p>	<ul style="list-style-type: none"> <li>• Through the developing 'Staff Digital Skills' programme, build your own digital skills - could you become a 'digital champion?'</li> <li>• Promote our online services to customers</li> <li>• Work with Customer Advice and Support Service's Development Team to ensure a consistent approach for customers accessing services</li> <li>• Review your service's web content and contact details - is everything up to date? Contact Communications</li> <li>• Ensure everyone within your team is putting the customer at the heart of what they do</li> <li>• Deal with complaints in line with our Complaints Handling Procedure, and learn from complaints</li> </ul>
<p>Drive out waste and inefficiency, cut unnecessary red tape and provide better value for money. Maximise the use of digital technology to improve services where possible</p> <p>Continue to explore different models for delivering our services e.g. with communities</p>	<ul style="list-style-type: none"> <li>• Consider the sustainability of your current business practices - are the services we deliver financially and environmentally sustainable? Do you always have to repeat what was done previously?</li> <li>• What are the whole life costs of goods or services you require? (procurement@scotborders.gov.uk)</li> <li>• Bring examples of good practice to discussions with your team</li> <li>• Engage with your IT Business partner - use technology to improve processes</li> </ul>
<p>Reduce the amount of property we own and operate (including the school estate) to reduce costs, energy consumption and improve the facilities we need for the future</p>	<ul style="list-style-type: none"> <li>• Think about the building you work from - could you work from another part of SBC?</li> <li>• Could you 'hot desk' or work remotely and still deliver services efficiently and effectively?</li> <li>• Save energy by switching off lights when rooms are not in use</li> </ul>
<p>Invest in our workforce through training, career development and succession planning</p>	<ul style="list-style-type: none"> <li>• Complete all mandatory training within SB Learn and keep up to date with new training</li> <li>• Discuss your training needs with your line manager and identify opportunities for career development</li> </ul>
<p>Provide a sustainable, fit for purpose waste service that focuses on working with communities to reduce waste, recycle &amp; reuse</p>	<ul style="list-style-type: none"> <li>• Think about how you can minimise the waste you generate at work by reusing or recycling</li> <li>• Only print where absolutely necessary</li> <li>• Hold paperless meetings</li> </ul>
<p>Invest in roads, property and infrastructure in a planned, sustainable way, prioritising and communicating clearly with communities about our investment</p>	<ul style="list-style-type: none"> <li>• Direct members of the public to where they can find out information on the Council's investment in roads, property and infrastructure</li> </ul>



Is something innovative happening within your service that we could share?  
 email [yourpart@scotborders.gov.uk](mailto:yourpart@scotborders.gov.uk)

If you're involved with providing services for children, young people, and families, or within adult social care, the commitments below will apply to you:

## INDEPENDENT, ACHIEVING PEOPLE

AS AN ORGANISATION, WE HAVE COMMITTED TO:	WE NEED YOU TO:
Roll out high quality increased hours of childcare (age 2+) across the region by 2020	Is the way you engage with parents and carers clear and effective?
Provide the best possible learning and teaching environments for all children and young people	
Ensure schools "poverty proof" their action plans and give our most vulnerable children the support they need to achieve, attain and feel included	Think about ways in which your service may be making it harder for children, parents and families to participate and feel included.
Keep local businesses engaged and involved in the work of our schools to ensure that young people understand future employment opportunities	Your business decisions can support the development of local businesses - have you established effective links with local businesses so young people can build their understanding of future employment opportunities?
Work in partnership to build the resilience of our young people and to support and develop their emotional well-being, resilience, and mental health	Across all our services, we have a responsibility to develop positive relationships with young people, treat them with respect and build their confidence through life - is your service doing this? Contact <a href="mailto:youth@scotborders.gov.uk">youth@scotborders.gov.uk</a> for support
<p><b>Prepare our services for the projected increase in the older population by:</b></p> <ul style="list-style-type: none"> <li>• Building extra care housing</li> <li>• Focusing our strategies on keeping adults more active and living independently</li> <li>• Further integrating our services with NHS Borders so services become seamless</li> <li>• Delivering more services through our Community Hubs (What Matter Scottish Borders)</li> <li>• Developing a Dementia Strategy that will support you to remain in your home and community as long as you wish (through a combination of specialist care and support, and housing-based and residential services)</li> <li>• Strengthening and building SB Cares, SBC's care company</li> </ul>	<p>Consider innovative ways of planning and delivering long term services.</p> <p><b>Ensure that your work is focussed on early intervention and prevention and on using the resources that exist within communities to keep the people that we work with healthy and independent:</b></p> <ul style="list-style-type: none"> <li>• Health and Social Care Integration</li> <li>• Live Borders</li> <li>• Walking groups</li> <li>• Cycle Scottish Borders</li> <li>• SBCares</li> <li>• What Matters Scottish Borders (Community Hubs)</li> <li>• Borders Care Voice</li> <li>• NHSInform</li> <li>• Know Who To Turn To</li> <li>• Community Capacity Building</li> </ul>
Establish a more joined up Public Protection Service that focuses SBC and partner work on keeping everyone in our community safe	<p><b>Keep us informed</b> - we want you to tell us about children and adults in your community who you think may be vulnerable.</p> <p><b>Adults:</b> tel: 0300 100 1800</p> <p><b>Children:</b> tel: 01896 662787</p>


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If your work helps businesses and the Scottish Borders economy, the commitments below will apply to you:

## A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

AS AN ORGANISATION, WE HAVE COMMITTED TO:	WE NEED YOU TO:
Work with partners to create the best possible environment in which to do business, using the developing South of Scotland Enterprise Agency, Borderlands and City Deal* (including delivering the Borders Innovation Park) to encourage inward investment, growth, diversification, innovation and job creation	<ul style="list-style-type: none"> <li>Promote an 'open for business' culture across all our services that are in contact with businesses.</li> <li>Improve and streamline our processes internally so that WE join things up for businesses (Business Gateway, Planning, Estates, Property, Rates, Licensing etc.)</li> <li>Build your understanding of key programmes within SBC and with partners that are going to impact positively on our economy over the next five years:                             <ul style="list-style-type: none"> <li>South of Scotland Enterprise Agency</li> <li>Digital Transformation programme</li> <li>Edinburgh and South East Scotland City Deal</li> <li>Borderlands Inclusive Growth Deal</li> <li>Borders Railway Blueprint</li> </ul> </li> </ul>
Continue to lobby for high speed broadband and improved digital connectivity in all our communities- benefiting everyone	<ul style="list-style-type: none"> <li>Consider how you can influence local economic, social and environmental well-being when spending public money - is there an opportunity to create employment or training, reduce inequalities or reduce waste to landfill by reusing or recycling?</li> <li>Are there opportunities to support local community events or projects through a Community Benefit Clause?</li> </ul>
Use the new City Deal* to improve the skills of young people leaving school and those further from the labour market	<p>Engage with and involve communities as projects of all kinds develop within our communities:</p> <ul style="list-style-type: none"> <li>Building projects</li> <li>Community projects</li> <li>Tourism projects</li> <li>Transport projects</li> </ul>
Spend as much money as we can sustainably and locally, publish all contract opportunities, and run events and training to build local capacity	<p>Promote the Scottish Borders positively at every opportunity - work with our Communications team to make the most of every opportunity</p>
Attract as much funding as we can to improve our town centres (which we've done successfully in Kelso, Selkirk and Jedburgh)	<p>Is something innovative happening within your service that we could share? email <a href="mailto:yourpart@scotborders.gov.uk">yourpart@scotborders.gov.uk</a></p>
Support and promote local events and attractions in an inclusive way, celebrating and building on our unique culture and heritage	<p>Is something innovative happening within your service that we could share? email <a href="mailto:yourpart@scotborders.gov.uk">yourpart@scotborders.gov.uk</a></p>
Continue to invest in capital projects across the region- new schools, affordable and extra care housing, visitor attractions, care service	<p>Is something innovative happening within your service that we could share? email <a href="mailto:yourpart@scotborders.gov.uk">yourpart@scotborders.gov.uk</a></p>
Support the case for the extension of the Borders Railway and the development at Reston	
Work to maintain a sustainable bus network	
Promote the Scottish Borders positively at every opportunity	



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Many of our services already work closely with communities, but under the Community Empowerment (Scotland) Act 2015, communities have the right to become more involved in the way that we provide all services. We need everyone to consider the following commitments

## EMPOWERED, VIBRANT COMMUNITIES

AS AN ORGANISATION, WE HAVE COMMITTED TO:	WE NEED YOU TO:
<p>Ensure that our five revamped Area Partnerships provide you with a regular and structured opportunity to get involved in what matters to you within your area</p>	<p>Consider when you could take a strategy, plan, policy or proposed service change to an Area Partnership for a meaningful discussion.</p>
<p><b>Build community capacity in each locality to:</b></p> <ul style="list-style-type: none"> <li>• Take on projects that address inequalities</li> <li>• Improve health, well-being and get people active</li> <li>• Develop creative community based solutions to problems</li> <li>• develop and manage buildings, assets and greenspace to enhance our towns, villages and more remote rural areas</li> </ul>	<p>Think about the capacity that exists out there within communities and link to it where appropriate e.g. for a council campaign or initiative. Could a community group help you deliver part of your service? Contact the Communities &amp; Partnerships team.</p>
<p>Starting with our Localities Bid Fund, we will develop ways to get communities more actively involved with decisions about how we spend public money, and promote easier access to community funding</p>	<p>If your service provides any sort of grant to communities, consider how it could be used in relation to other funding e.g. Community Grant scheme, Quality of Life funding. Contact the Communities &amp; Partnerships team.</p>
<p>Working with the Third Sector and other partners, we are looking to expand our "community hub" model to bring services and support into our communities</p>	<p>Can the Third Sector support us in developing new ways of delivering our services? Consider where your service could link to the 'What Matters- Scottish Borders' Community Hubs.</p>
<p>Work with partners to increase housing supply (both affordable and private sector) creating a sense of place, community belonging and increasing health and wellbeing.</p>	<p>SBC does a huge amount of work with Waverly Housing, Eildon Housing, Berwickshire Housing Association and Scottish Borders Housing Association to provide housing across the region. It's all in the Local Housing Strategy and considers how we might add value through job creation and developing our young people.</p>
<p>Although we are not obliged to provide these, SBC want to work with local communities and businesses to develop a network of public conveniences across the Borders</p>	<p>If you engage with local businesses as part of your role, ask them if they would consider becoming involved with our Comfort Scheme</p>
<p>Develop our Responsible Dog Ownership Strategy so that our public spaces remain safe and clean for use by everyone</p>	<p>Build your awareness of SBC's approach to Responsible Dog Ownership and promote it positively - and remind people that the SBC's doesn't own any dogs!</p>
<p>            Is something innovative happening within your service that we could share? email <a href="mailto:yourpart@scotborders.gov.uk">yourpart@scotborders.gov.uk</a> </p>	

Get involved.... Get informed....

 **#yourpart**

[scotborders.gov.uk/yourpart](https://scotborders.gov.uk/yourpart)

[yourpart@scotborders.gov.uk](mailto:yourpart@scotborders.gov.uk)

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