

# Scottish Borders Economic Strategy - The Action Plan

## A. Creating the conditions for business to compete

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
<b>1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged &amp; supported</b>					
Business Gateway Start Up Service <b>(Underway)</b>	£141,000 (annual average) 6 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate % of these businesses	2013/14 to 2015/16	
Business Gateway/ Scottish Enterprise Growth Advisory Services <b>(Underway)</b>	£141,000 (annual average) 6 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	No. of businesses assisted % turnover growth Innovation Exporting Key sectors 100 Companies are account managed	2013/14 to 2015/16	Increased focus on growth and key sectors - £200k growth support entry threshold needs to be lowered to £100k to increase Growth Pipeline
Business Support & Business Gateway Local Services <b>(Underway)</b>	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF investment (Revenue)	Business Gateway SBC Economic Development	35 target loans/ grants per annum – number and leverage 100 'expert help' assists	2013/2014 to 2015/16	Local Advisory Services includes business support through advice for loans & grants, expert help

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Deliver the South of Scotland Business Competitiveness Project <b>(Underway)</b>	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to June 2014	Focus on tourism, food & drink, rural businesses and renewables
Supplier Development Programme – improve SME capacity to compete for any public sector contracts <b>(Underway)</b>	£6,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	6 ‘meet the buyer’ events per annum No. of businesses tendering for public sector contracts No. of new contracts	2013/14 to 2015/16	
<b>2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment</b>					
Ensure Local Development Plan has adequate supply of employment land <b>(Underway)</b>	No direct cost	SBC Forward Plans	Ha of available employment land	2013/14 to 2015/16	
Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick) <b>(Underway)</b>	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha serviced sites	2013/14 to June 2014	

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
<b>Project Pipeline – Resources Required</b>					
Marketing of Scottish Borders Employment Land sites (existing property portfolio and serviced land sites)	£10,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2013/14 to June 2014	Linked to Inward Investment activity
Develop 'Central Borders Business Park' (land acquisition and phased refurbishment)	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha serviced sites	2013/14 to June 2015	Linked to maximising Borders Railway benefits
Facilitate development of Eyemouth 'Seafood Technology Park'	Market dependent (Capital)	Private sector SBC Economic Development SBC Estates	Ha serviced sites	2013/14 to June 2015	Linked to Eyemouth Harbour Road master plan
Caerlee Mill Redevelopment	Market dependent (Capital)	SBC Estates SBC Economic Development SBC Built & Natural Heritage Historic Scotland	Occupancy Rates No. of Jobs created	2013/14 to 2015/16	Needs developer interest

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<b>3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure</b>					
Rollout of NGA to broadband in South of Scotland.  <b>(Underway)</b>	£8.4m additional SBC investment  £130k per annum on South of Scotland Broadband team  (Capital & Revenue)	Scottish Government  South of Scotland Alliance  SBC Economic Development  Community Broadband Scotland	85% premises in Borders get NGA  100% basic access	2013/14 to December 2015	<b>CPP Priority Programme</b>
<b>Project Pipeline – Resources Required</b>					
Improvement of key Roads Infrastructure –  A1 / A68 / A7	Options appraisal required  (Capital)	Scottish Government  SBC E&I	Km of road upgraded	2013/14 to 2015/16	
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety.	Feasibility/ demand stimulation required  (Revenue)	SBC  MPs/MSPs  Private sector	100% 3G coverage  Significant 4G coverage	2013/14 to 2015/16	
Lobby for re-opening of Reston Station to enhance development of Eastern Berwickshire.	Detailed cost estimate required.  Scottish Government (Scottish Stations Fund) 2014/15  (Capital)	Network Rail  SBC  East Lothian Council	Initial approval from Scottish Government and Transport Scotland.  Funding package approved in principle.	2013/14 to 2015/16	Initial feasibility work completed.

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<b>4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food &amp; drink</b>					
Promote and market 7stanes and 'Cycle Scottish Borders' product <b>(Underway)</b>	£120k £80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	Baseline visitor numbers, average stay, revenue
<b>Project Pipeline – Resources Required</b>					
Develop Scottish Borders Textiles Enterprise Initiative	£100k (Revenue)	Scottish Government Scottish Enterprise SBC Economic Development	Net additional investment in textile companies New markets entered	2013/14 to 2015/16	Employment by key sector
Creative Sector Support Programme	£75k per annum (Revenue)	SBC Economic Development SBC Arts Development Business Gateway (Business Advisors) Creative Scotland	Programme delivered No. of businesses assisted	2013/14 to 2015/16	Baseline – business stock (SIC) by key sector Location Quotient by key sector Employment by key sector

<b>5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised</b>					
Events Support Programme <b>(Underway)</b>	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No. of National & International events No. of Event Attendances	2013/14 to 2015/16	Baseline/ economic impact evaluation per event
Homecoming 2014 <b>(Underway)</b>	£80,000 (Revenue)	Event organisers VisitScotland/ EventScotland SBC Economic Development	3 homecoming projects delivered Marketing activity No. of Event Attendances	2013/14 to 2014/15	Baseline/ economic impact per event
Tourism marketing & promotion and information <b>(Underway)</b>	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2013/14	STEAM 2012 baseline
Textiles tourism trail <b>(Underway)</b>	No additional cost	Private Sector Textile cluster SBC Economic Development VisitScotland	Increased footfall in textile attractions	2013/14 to 2014/15	Footfall in town centres Tourist volume/ value

<b>Project Pipeline – Resources Required</b>					
Borders Railway marketing with links to Walter Scott and Abbotsford House	£50,000 (Revenue)	Area Tourism Partnership VisitScotland SBC Economic Development	Marketing campaigns Additional visitors per annum to key attractions	2014/15 to 2015/16	Building on Borders Railway & Abbotsford House investment  Linked to maximising Borders Railway benefits
<b>6. DESIRED OUCTOME – New business and enterprise is attracted to the Borders</b>					
<b>Project Pipeline – Resources Required</b>					
Inward Investment Programme - building on “Our Scottish Borders” and “Best move of your life” campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	Linked to maximising Borders Railway benefits  Potential for collaboration with E.Loathian/ W.Loathian and Edinburgh city – invest in ‘City Region’

## B. Building on our assets

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised</b>					
Implement plan to maximise the Economic opportunities of the Borders Railway. To ensure the opportunity is capitalised on and information disseminated across key sectors of the economy (Procurement, Construction etc) <b>(Underway)</b>	Use existing staff resource to support this priority area.	SBC Economic Development Business Gateway SE (Commercial property) Network Rail (Procurement) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015	<b>CPP Priority Programme</b>
Deliver Transport Interchange and Galashiels Inner- Relief Road projects <b>(Underway)</b>	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space No. of businesses assisted	2015	Linked to maximising Borders Railway benefits

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus</b>					
Build new business relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2013/14	
<b>3. DESIRD OUTCOME – Vibrant Town Centres</b>					
Deliver Selkirk CARS town centre regeneration project <b>(Underway)</b>	£1.2million including Historic Scotland investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Selkirk Regeneration Company	Sq m of business space No. of businesses assisted Occupancy Footfall Visitor Numbers	2017	
Deliver Kelso Town Centre Business Hub <b>(Underway)</b>	£800,000 including ERDF investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Future Kelso	Sq m of business space No. of businesses assisted Occupancy Footfall Visitor Numbers	2015	

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Review Town Centre Retail Policy <b>(Underway)</b>	No additional cost	SBC Forward Plans	Policy updated to encourage retail and non-retail uses  Increased investment in town centres  Increased town centre footfall	Ongoing	Linked to new Local Development Plan
<b>4. DESIRED OUTCOME – Rural land-use is integrated</b>					
Undertake Scottish Government pilot Regional Land Use Strategy <b>(Underway)</b>	£215,000 Scottish Govt grant  (Revenue)	SBC Built and Natural Heritage  Tweed Forum  A Working Countryside	Plan in place	2013/14 – 2015/16	Baseline needed – Government measures
<b>Project Pipeline – Resources Required</b>					
Deliver Innerleithen Aim Up Bike Park Project	£5.5m  (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP investment  SportScotland	Bike Park development  Marketing actions  Visitor Numbers	2015	Business Plan in place

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth</b>					
Deliver 2007-2013 LEADER Programme <b>(Underway)</b>	£4.5 million EAFRD investment (Revenue)	SBC Economic Development A Working Countryside	70 local rural development projects supported	2014/15- 2015/16	Local development strategy Programme evaluation
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme <b>(Underway)</b>	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	Strategic focus on Tourism, Food & Drink and Renewables
Develop Newtown St Boswells Development Framework <b>(Underway)</b>	No additional cost	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to redeveloped Auction Mart site
Develop Eyemouth Harbour Development Framework <b>(Underway)</b>	The actions identified as part of the Framework will require additional resources	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to development of Eyemouth Seafood Technology Park
Deliver 'Whole Town Plans' <b>(Underway)</b>	No additional cost	CPP partners Local town centre regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot  Retail footfall  Town Centre vacancy rates	2013/14 – 2013/14	<b>CPP Priority Programme</b>  SBC Economic Development

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>Project Pipeline – Resources Required</b>					
Develop new Scottish Borders LEADER Programme 2014 - 2020	EAFRD investment  Match funding required (Revenue)	SBC Economic Development  A Working Countryside	New Programme approved by Scottish Government	2013/14	

## C. Developing the workforce of the future

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment</b>					
Develop Employability Support Pipeline <b>(Underway)</b>	No additional cost  (Supported by national Employability Fund)	Skills Development Scotland  Job Centre Plus  FE/HE Institutions  SBC ELL	Unemployed People Participating in Employability & Skills Programmes  Unemployed People Assisted into Employment	2014/15	Youth Employment Action Plan – employability mapping due for completion July 2013  Targets to reduce 18-24 unemployment rate
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive <b>(Underway)</b>	£250,000 including ESF/ Scottish Government funding	SBC Economic Development  Business Gateway	Unemployed People Assisted into Employment (80 work placements target)	2014/15 – 2015/16	To complement existing SDS and JCP employer recruitment incentives
<b>Project Pipeline – Resources Required</b>					
Develop a Local Skills Plan – with effective links between skills supply and demand	No additional cost	Borders Learning and Skills Partnership  Skills Development Scotland  Job Centre Plus  FE/HE Institutions  SBC ELL	There is a clear plan outlining demand for skills	2013/14- 2014/15	Skills Plan to identify gaps and opportunities

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Prepare school leavers for world of work, linked to Curriculum for Excellence	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment  Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15- 2015/16	Young people leaving school are 'ready for work' and local employers invest in them  Explore Academy model developed in East & Mid Lothian
Improve access to learning and skills opportunities for young people in the Eyemouth/East Berwickshire area	Additional costs (Revenue)	Borders Learning and Skills Partnership Skills Development Scotland FE Institutions	Increased access to appropriate vocational skills	2013/14- 2015/16	
'Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people	£100,000 (Revenue)	CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions	Unemployed People Participating in Employability & Skills Programmes  Unemployed People Assisted into Employment	2014/15- 2015/16	Baseline existing public sector led apprenticeships/ placements etc

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need</b>					
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism and food and drink sectors <b>(linked to Local Skills Plan)</b>	£250,000 (Revenue)	Skills Development Scotland Sector Skills Councils Borders College Business Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited  Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15- 2015/16	Key sectors can recruit, retain and develop employees  Key sectors are seen as a career of choice from learners  There is a match between FE/ HE supply and employer and learner demand
<b>3. DESIRED OUTCOME – Talented and entrepreneurial people who place high value on access and quality of life are attracted to the Borders</b>					
<b>4. DESIRED OUTCOME – New entrepreneurial and business skills are developed</b>					
Business Gateway and Inward Investment Actions contribute to delivering these Objectives					

## D. Providing leadership

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported</b>					
Develop a Low Carbon Economic Strategy for the Scottish Borders <b>(Underway)</b>	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	
<b>Project Pipeline – Resources Required</b>					
Energy efficiency skills development programme for businesses	£50,000 (Revenue)	SBC Economic Development Private sector Business Gateway Borders College SDS	No. of businesses assisted Increase in Profitability	2014/15- 2015/16	Increasing skills to develop low carbon economy
Development of renewable energy demonstration projects. Focus on farm scale renewables in the first instance	£tbc (Capital)	SBC Economic Development Borders Environment Agency Borders College Private sector	Increase in renewables sector GVA	2014/15- 2015/16	Increasing demand & skills in heating engineering, forestry and biomass/ solar/ wind sources

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>2. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels</b>					
Scottish Borders Business Forum is established formed by the business organisations, reflecting business leadership and priorities. <b>(Underway)</b>	£2,000 (Revenue)	Chambers of Commerce/ Federation of Small Businesses / Sector Groups  SBC Economic Development	Delivery and support of a functioning business forum	2014/15	The Scottish Borders is recognised as having a coordinated and collaborative Business Forum that is well supported by businesses
Lobby for special assistance at NUTS3 level to overcome the disadvantage in attracting investment <b>(Underway)</b>	No additional cost	MPs MSPs	Regional Selective Assistance status	2014/15- 2015/16	The Scottish Borders can offer greater incentives for inward investment
Lobby to ensure representation of the area in Scotland and Europe <b>(Underway)</b>	No additional cost	MPs, MSPs  South of Scotland Alliance  Scottish Borders Council  SBC Economic Development  Scottish Enterprise	External funding leverage for economic development	2014/15- 2015/16	The Scottish Borders continues to punch above its weight in accessing external funding and support for development of its economy

Action	Resource	Who	3-year Target Measure	Timescale	Notes
<b>3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP</b>					
<b>Project Pipeline – Resources Required</b>					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes	£5m match fund (Revenue & Capital)	CPP – agencies  Private sector	£ Leverage	2014/15	Match funding for key projects and programmes
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups	No additional cost	SBC Economic Development  SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	
<b>4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy</b>					
Public sector procurement reform	No additional cost	CPP agencies (Procurement sections): SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	Baseline - 38% SBC spending via local suppliers