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Introduction

Scotland's Place Leadership Summit was designed by Corra Foundation and Scotland's Towns Partnership, with support from Scottish Government.

As three organisations with an interest in place, the aim was to bring together leadership from across Scotland to call on them to embrace the Place Principle and place-based working as means of achieving inclusive growth and regeneration, and to be bold, ambitious and optimistic about the future.

The day was structured into three parts:

- The first section of the day focused on the Place Principle, with opening speeches from Aileen Campbell, *MSP, Cabinet Secretary for Communities and Local Government* and Councillor Steven Heddle, *CoSLA Environment and Economy Spokesperson*. To demonstrate the commitment to place across sectors in Scotland, a host of representatives from the third, private and community sector were invited to be part of a panel discussion. Stephen Gallagher, *Interim Director for Local Government and Communities*, ended the session asking: 'what do we want to get from today?'.
- The second session focused on ongoing 'Partnerships for Place,' eight examples of current work illustrating 'place' as a lens for focussing collaborations between different sectors and local communities. Delegates chose two over the course of the day. The sessions were structured to spend some time focused on an example of place work, drawing out enablers and barriers, with the rest of the session open to delegates to explore their own experience and move towards thinking about actions that could be taken to shift place work forward.
- The final part of the day was bookended with speeches from two place leaders, Jim Savege (*Chief Executive of Aberdeenshire Council*) and Mike Galloway, drawing on his previous role as *Executive Director of City Development at Dundee City Council*. Lesley Fraser, *Director for Housing and Social Justice, Scottish Government*, provided reflections on the day and about what needs to change, leading into a facilitated session with Harriet Hunter, *Head of Organisational Development in the Scottish Government*. This session provided the space and opportunity for delegates to reflect on how place intersects with their own lives and work, with time for personal reflection, beginning conversations with others to share thinking and finally, considering what actions to take to improve and expand place-based practice.

This report begins with the emerging themes from the Summit and the actions we've collected from delegates. Summaries of each section of the day follow.

Emerging Themes

“The system is ripe for disruption now.” (Summit delegate).

Threaded through the speeches and conversations was a sense that ‘place’ work is not new, but there is a current opportunity to collectively change the system and shift power towards local places and communities in order to achieve a more socially, economically and environmentally sustainable future. There was a desire for the day to be more than just a talking shop and a sense that with the fragility of our current system, continuing to rely on traditional ways of working and organisational norms means we won’t be ready to transition to climate stability and social equality.

“... it's important that place continues to act as a strategic driver for bringing a range of voices and perspectives together. A better world is possible through supporting great people in great places.” (Comment from Summit delegate).

Having representation from across different sectors underpinned another crucial component to this work – the need for more diversity of opinion and experience in addressing complex problems and in decision-making. In particular, including local people in decisions that affect them, which means shifting power towards communities and perhaps having meaningful relationships rather than engagement, as complex problems can be exasperated by not considering power inequalities. “Engagement can’t be tokenistic” (sticky note from delegate). There was also a feeling that leadership can come from any sector or level of an organisation and it’s about embedding the principles and values of this way of working within the whole organisation. Future events about place would do well to include greater diversity of place leadership, including front-line staff and community volunteers.

“Listening to people beyond my usual suspects about what works in different circumstances and supporting learning transfer. Each place requires tailored bespoke solutions.” (Pledged action by Summit delegate).

There is no one size fits all approach and the solutions to the problems we face are not held by one mind, one organisation, or one model that can be applied in every place. The context, place and diversity of voices is what matters and what enables sustained change. Place work can’t necessarily be scaled or replicated as local conditions will always be unique, but the way of working and good practice can grow and spread through Scotland.

“(The) most challenging perspective has been from Stephen Gallagher saying we have worked in partnership, now we need to learn how to work collectively. This requires that we show up differently, listen deeply to different perspectives so we can build trust.” (Twitter comment from Summit delegate).

There was an emphasis on changing our behaviours, mindsets and how we ‘show up.’ Understanding the relational aspects of the change we are aiming for came up for many delegates (whether about shifting power towards local communities; asking staff to show up representing their place, not their project; or practicing behaviours that enable better collaborative working).

“People use their creativity and generate adaptive solutions that make sense locally. The articulations, workarounds and muddling-through that keep the show on the road are not footnotes in the story, but its central plot.”¹

Taking collective leadership to change systems and to find the workarounds to keep the show on the road requires trust between collaborators.

“Collective working takes trust.” Stephen Gallagher

“Change happens at the speed of trust.” Stephen Covey²

And as Donella Meadows, a pioneer of systems thinking and change said;

“Purposes are deduced from behaviour, not from rhetoric or stated goals.”³

Changing our current systems will involve both changing the purpose of our system (towards inclusive economies and stronger local governance) as well as changing our behaviours to match what we say we want. Changing our behaviours is integral to changing the system.

“Work with the willing... and if what you’re doing is good for people then proceed until apprehended.” (Fiona McKenzie, Centrestage).

None of this is new, from the Christie Commission, to the examples of collaboration explored at the Summit, to the many other place collaborations that have and do exist, the ask has been to work together to solve the challenges confronting Scotland. But now the ask is bigger and more urgent.

¹ Greenhalgh and Papousti, *Studying complexity in health services research: desperately seeking an overdue paradigm shift* <https://bmcmmedicine.biomedcentral.com/track/pdf/10.1186/s12916-018-1089-4>

² Stephen MR Covey, ‘The Speed of Trust’, 2006. <https://www.speedoftrust.com/>

³ Meadows, p14 <https://wtf.tw/ref/meadows.pdf>

“We layered on the bureaucracy... how do we work together to unpick it? We’re still playing catch-up with what communities have asked of us for a long time.” (Aileen Campbell *MSP, Cabinet Secretary for Communities and Local Government*).

There was a tangible excitement and energy around joining up and working across sectors and many examples of great pieces of collaborative work going on in Scotland (both through the sessions and the different organisations represented by delegates). The conditions are right –

- there is clearly an appetite in communities and other organisations
- clear signposting from government supporting place work
- many tangible legislative, financial and practical supports
- plenty of learning, both from past work and current.

But our final challenge to those engaged in place work is – have we got to the point of looking fully at the social, environmental and economic aspects of a place, rather than through the lens of our own organisation’s particular remit? Scotland is among the first nations to adopt a national performance framework and set of measures that span these three domains. Performance against the measures is currently predominantly steady and being maintained.⁴ If positive change does not occur in places, then it cannot occur for Scotland as a whole.

While personal responsibility to be the catalyst for change within our networks, professional roles and communities was a prevalent theme during the Summit, we were all gathered because we know that we can’t solve systemic problems alone. Where is the real, actual, system change and how are we going to go beyond programmatic work to having this holistic view as articulated in the National Performance Framework? If not us, then who? If not now, then when?

What will it take to shift to system-wide work, both personally and collectively?

What place will take on social, economic and environmental change together?

How will that place be supported regionally and nationally?

⁴ The National Performance Framework is available at: <http://nationalperformance.gov.scot/>

A collection of actions committed to during the Summit:

Personal commitments:

- Promote and embed adoption of the Place Principle in initiatives I can influence – live the behaviours.
- Consistently demonstrate and promote behaviour which makes collaboration easier.
- Harness skills, talents and connections locally to support communities get where they want to be.
- Build closer links between the planning profession and the Place Principle agenda (using my professional networks and board membership).
- Use my networks and convening resources to try to change the sometimes unhelpful conversations between communities and the development industry.
- Keep pushing the boundaries, making change, being different.
- Looking beyond my usual suspects about what works in different circumstances and support learning transfer. Each place deserves a tailored solution.

Organisational commitments:

- Share our learning about what's working well and what isn't in places. Pull together case studies.
- I'm meeting a colleague after the Summit about embedding 'Place' into current work streams.
- Finding fun ways to engage children and young people; community gatherings involving food and fun.
- Look at how our investment and money is used in a local 'place'.
- Finding positive ways of challenging traditional culture of local authorities and civil service!
- Train staff to listen deeply and to turn up *representing* a place, not a project or service.
- Consider how my organisation views places and articulate the need to include communities in decisions that affect them.
- Articulate and gain support for a more ambitious contribution to the Housing agenda by my organisation.
- Identify the need for local co-ordinators to support local holistic planning.
- Establish 'place' as part of our business and action plans. Pull together an open session on SMEs.
- Suggest collaboration to client, rather than liquidation.
- Engage stakeholders to work out a vision for the town.

Collective commitments:

- Gain a better understanding of what 'place-based' means to other organisations.
- Look at transport budgets being decided via participatory budgeting.
- Find out more about Highlands and Islands Enterprise's work and the link between community and economic development.
- Be a leader for creatively-led regeneration in Scotland – pull together a plan to examine case examples for collective learning.
- Renew efforts to find allies to progress a place-based 'conundrum'.
- Visit interesting projects to discuss the work going on, and similarities and differences to own communities and places.
- Find brokers and facilitators to help communities and other organisations work more effectively together.
- Support collective leadership (local people, community orgs, public sector, private sector) and investment in places.

Session One: The Place Principle

In 2017 Scottish Government convened a conversation with a range of cross-sector organisations involved in place-based approaches, including the public, private, community and third sectors. To build momentum the group developed a shared Place Principle.

In its simplest form, the Place Principle is about changing the culture evident in public service delivery so that there is a presumption in favour of place-based approaches with communities at the heart.

The Place Principle - A principle for taking a place-based approach

We recognise that: Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them. A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

The principle requests that: All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

We commit to taking: A collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

Scottish Government are continuing to build on a more joined up and participatory place-based approach to governance through a range of activities including recent and impending change to:

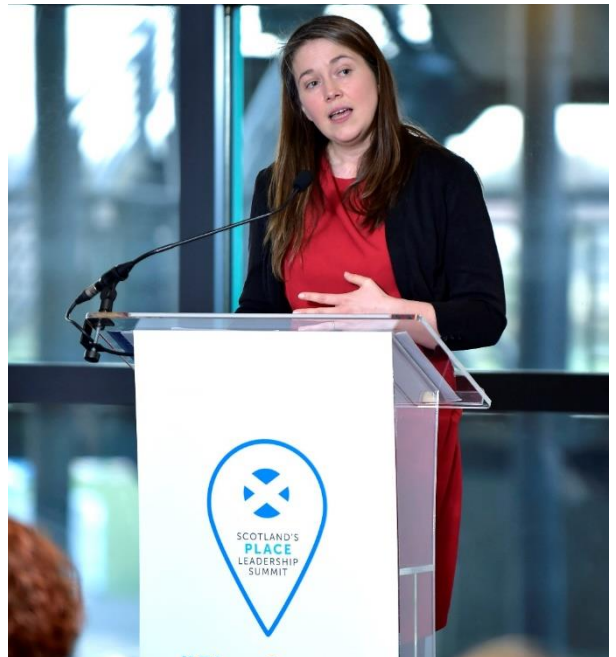
- [National Performance Framework](#)
- [Local Governance review](#)
- [Islands Act](#) the first place-based law
- [Regeneration Capital Grant Fund](#)
- [Devolution of Crown Estates](#)
- Reforming the [Planning Bill](#)
- [City Region Deals](#)
- Emphasis towards towns and [Scotland's Improvement Districts](#)
- [Housing 2021](#)

“We agreed the Place Principle with CoSLA and our joint focus now is on implementing the principle to create the impetus for ambitious and effective place-based approaches right across the country. That is why we are here today. The people in this room can provide the leadership required to make the Place Principle a reality. A genuine recognition that we all have a role to play in improving outcomes and addressing inequalities in and across our communities” (Aileen Campbell, MSP)

Aileen Campbell MSP, Cabinet Secretary for Communities and Local Government.

The cabinet Secretary began by saying she knew focussing on place isn't new but that it is important. Places are where we live and grow up, they shape opportunities and daily experiences that make us feel part of a community, happy, that we belong.

We know that outcomes both positive and negative have a distinctive spatial distribution and are often clustered at a small neighbourhood or community level. If we want to improve outcomes and reduce inequalities in and across communities then we must consider how we can support distinctive locally prioritised improvements.



“We are not doing this to communities... we all know that when people feel they can influence what happens in their places and can contribute to delivering change, communities are energised to achieve huge benefits... it is this effort that has to be matched by leaders of all sectors when we plan with communities for our shared future” (Aileen Campbell MSP, Cabinet Secretary for Communities and Local Government).



Councillor Steven Heddle, Environment and Economy CoSLA

From the perspective of a local representative Steven sees the role of place in allowing our communities to thrive and shape their own sustainable futures – and as an Islander, he knows the importance of connectivity and inclusivity in creating flourishing places. If those attending are also a keen advocate for place by the end of the day, it's been a success.

We need to create places where people can thrive. And it's not just central and local government, we need the private sector and third sector. So, how can we work collaboratively?

The Place Principle has a key role to play in creating a more joined up and participative approach – for us to collaboratively support inclusive growth and sustainable places the principle must be applied whenever developing or implementing policy.

“There's a broad range of partners here today who all share a goal of creating inclusive growth and a belief in the positive role that 'place' can play in achieving this goal... there's no one size fits all solution to the problems facing so many of Scotland's communities but by prioritising 'place' we can ensure each community has a role in shaping their own future” (Councillor Steven Heddle).



Panel, from left to right: Fiona McKenzie, Director, Centrestage; Douglas Cowan, Director of Strengthening Communities, Highlands & Islands Enterprise Councillor; Graham Campbell, District General Manager, Scottish Power Energy Networks; Steven Heddle, CoSLA Environment and Economy Spokesperson; Aileen Campbell MSP, Cabinet Secretary for Communities and Local Government, (David Wallace, BT Director of Business & Public Sector out of shot to the left).

The panel began with personal reflections on what place meant to them, with host Nicky Marr directing questions and building a picture of how place is key to each of the sectors represented.

The panel acknowledged the imbalances of power and different starting points of communities and places, some (particularly the islands) begin with an innate sense of place, whereas for others developing that sense of place will take time. **“It’s about each community having its own vision, for place to work well, and that has to be developed collaboratively” Douglas Cowan.**

For genuine change we need to dig deeper in the places we work, changing our mindsets from ‘fixing’ to creating spaces that draw communities together through fun, and dropping our disguises – leave ‘public’, ‘private,’ ‘third’ sector labels at the door. Then there is a chance to start real conversations about the issues faced, and act as a conduit to bring in others to help. **“Those furthest from the system want to be included the most” Fiona McKenzie.**

The importance of engaging with the reality of places came through from the private sector - **“rocking up”** to places to discuss **“smart cities”** and new developments can give the unintentional and unwelcome message of gentrification to local communities that signals **“time to leave”**. Equally, defining places by their postcode and thus fixating on their problems prevents us from identifying the strengths that will enable the unlocking of potential in communities and a more sustainable future.

The need to move past partnership working into true collaborating, where you **“work with the willing”** and share the best of each organisation or person, and **“proceed until apprehended”**.

A sense that the Place Principle is a call for other sectors to stop holding communities back with bureaucracy and begin unpicking it and supporting them to achieve the difference they want to make. **“We layered on the bureaucracy... how do we work together to unpick it? We’re still playing catch-up with what communities have asked of us for a long time” Aileen Campbell MSP.**



Stephen Gallagher, Interim Director for Local Government and Communities, Scottish Government:

What do we want to get from today?

- To feel empowered and inspired,
- A sense of permission,
- A sense of challenge, and **what next?**

The Christie Commission '**had a silent p**' – place is the lens that brings the others to life.

The golden thread of all the presentations is one size does not fit all and **our behaviour** really matters.

This work requires all of the system to be involved – all the sectors, and without a part it will lack impact.

There are always lots of plans- but for this *how* we do it is as important as what we do. We have lived through partnership working but not collaborative working – we need to change how we show up.

“We need to bring the community in so interventions will actually work – the answer can’t be that those who shout loudest, or the person with the biggest chequebook, or the person with the largest asset directs the conversation. We have to deeply listen to all parts of the system that could hold the key to the answer.” (Stephen Gallagher).

Place leadership can come from anywhere in communities, from the head of a local authority to an individual with a burning issue. Communities all over the world are at the forefront of innovations to tackle global issues from widening inequalities to climate change.

“This work demands us to ask some tough questions. It demands we really consider what powers we need to cede, whether when pushed we really do want to trust our communities and our people, and whether we can shake off the shackles of our silos and disregard boundaries whether they be professional or geographic” (Aileen Campbell MSP).

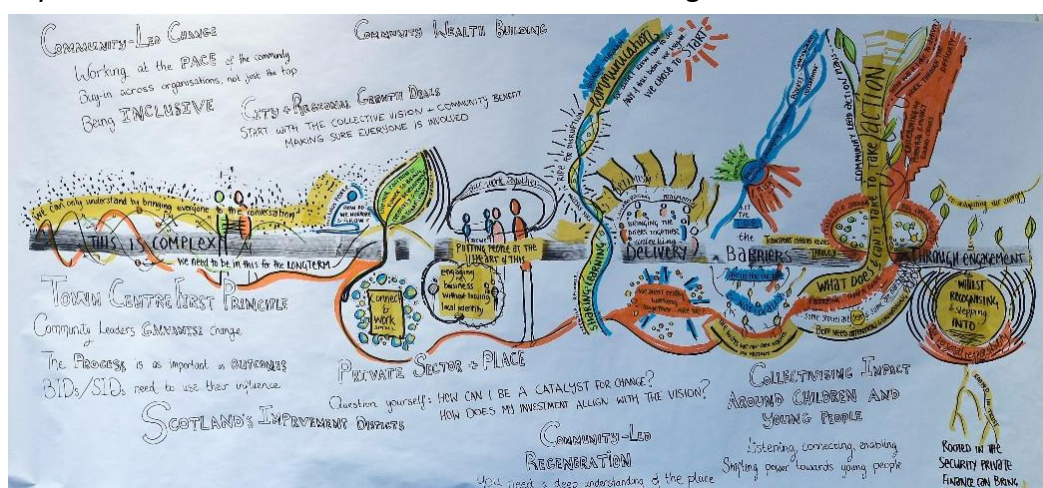
What actions are necessary to further embed place and the Place Principle in decision-making?

Session Two: Partnerships for Place

The Partnerships for Place sessions showcased a range of Scottish (and international) examples of 'live' place-work. Each session examined success, barriers and persistence, beginning with a practical example of current partnership working. The second half of each session allowed time for delegates to consider the emerging themes and explore future actions.

Each example of partnership is summarised, setting out the broad facts, and the successes and challenges that the contributors have experienced. The discussions that followed around the room are also summarised. We have also provided links to:

- Websites that contain more explanation of the eight examples
 - Videos of the first part of the sessions discussing the example.
1. ***Town Centre First Principle (TCFP) – Putting the Health of our Towns at the Heart of Decision-making.*** How Aberdeenshire put the TCFP at the heart of Council decision making and action.
 2. ***Scotland's Improvement Districts – The New Generation.*** 'Falkirk Delivers' role in making Falkirk a destination.
 3. ***Community-led Change.*** The community is engaged and involved, and is actioning their shared priorities.
 4. ***Private Sector and Place.*** ScotRail using its assets and connectivity to enhance community development.
 5. ***Local Wealth Building – Delivering Inclusive Economies.*** Successfully using anchor institutions to create and retain wealth in local communities.
 6. ***City and Regional Growth Deals.*** Taking a place-making approach to Growth Deals in the Highlands, drawing together projects under themes.
 7. ***Collective impact: Collectivising Impact around Children and Young People in Glasgow.*** Insights from children and young people driving improved inclusion, equity and quality of life.
 8. ***Community-led regeneration – Achieving a Collaborative Common Vision for Rothesay.*** Galvanising community action around refurbishment of an iconic building.



Town Centre First Principle – Putting the Health of our Towns at the Heart of Decision-Making

Contributor: Jim Savege, *Chief Executive, Aberdeenshire Council*
Facilitator: Nick Wright, *Past Convener of Royal Town Planning Institute Scotland*



Jim discussed how the Town Centre First Principle has been applied in Aberdeenshire. The Council adopted the Principle to ‘future proof’ Aberdeenshire’s key town centres. Aberdeenshire has around 260,000 people, it is growing both in terms of its population and economy. It has 12 towns, with the 182 other settlements spread out across the area.

“To go beyond a box ticking exercise the council decided to put town centres at the heart of all decision-making processes. There were lots of other strategies that needed to mesh – economic and regeneration strategies – and with bodies like ‘Town Teams’ and Area committees.”

There was a year of consultations – the Principle was approved as a policy in 2016 with 40 Ambassadors nominated from every service and 12 Elected Member Ambassadors. Key was developing a culture to get the council officers to think about the impact of their decisions on towns. A framework to monitor and analyse the health of town centres against benchmarks was developed to focus attention and galvanise systemic change.

Council officers and elected members have bought in to the principle and want to see their town centres full of vibrancy and vitality. It has increased flexibility and productivity, for example officers now work anywhere and have more time with their communities – they don’t feel they need to travel to an office to get the job done. It has freed up space in town centres for businesses as council offices have been centralised, also reducing council costs. It has also freed up thinking about how best to use existing assets – new is not always best.

There were tensions around representative and participatory governance, equipping officers to manage a principled approach rather than see it as a rule, and keeping the momentum going across the council and not just the planning. Challenges that remain are bringing in the other public-sector partners (such as Community Planning Partnerships) and private sector in the applying the principle.

Debate following the presentation identified the challenge of shifting council officers and councillors to take a new approach, but that there could be real benefits in doing so. Questions remained about dealing with remote land owners, engagement with those outwith the council, and the balance with community development rather than physical assets. There was a general desire for this experience to be widely shared as a good learning example of principle adoption to drive change.

To watch the video of this session please [click here](#).

To learn more about Aberdeenshire's approach to implementing the Town Centre First Principle follow [this link](#), to access the Town Centre First Toolkit [click here](#) and to learn more about the Royal Town Planning Institute Scotland's work, follow [this link](#).



Scotland's Improvement Districts – The New Generation

Contributor: Alex Fleming, *Business Improvement District Manager – 'Falkirk Delivers'*

Facilitator: Phil Prentice, *Chief Officer, Scotland's Towns Partnership.*

Phil: **"Ten years ago, if you had landed in Falkirk you would have made a mistake, you were headed for Stirling or headed to Edinburgh... Falkirk has transformed... There are a million people who are now visiting Falkirk that weren't coming ten years ago."**

Alex said that Falkirk was a post-industrial town. There hadn't been investment in the town centre for 25 years. 'Falkirk Delivers' brings together public, private and community stakeholders in collaboration, rather than just partnership, for investment, economic growth and change which has public visibility. The BID goes beyond the boundary on the map; it is multi-faceted organisation that connects with other stakeholders and their needs and aims. Much of the change has taken place outwith the town centre – beginning with the Falkirk Wheel and the Kelpies, the changes are now across the area.

"There are numerous groups feeding in and up... there was a gung-ho attitude, of course Falkirk can do this. The people that had the vision originally were Scottish Canals, the Council and Scottish Government... bringing together the destination delivery group."

As BIDs, now SIDs (Scotland's Improvement Districts), mature expectations of all levy payers increase. The mix and use of our town centres are changing as we see a move away from retail and the traditional makeup of highstreets. If we have communities which are healthy financially, physically, mentally and socially, conditions for prosperity and investment exist.

Facilitating discussion around opportunities can allow everyone to move in the same direction towards common goals, with a clear understanding of how their role can create change rooted in the community and more meaningful for all. The price is the time and energy invested in people and thinking about how, and who should be involved (the process is as important as the outcomes). But funding and keeping going is difficult.

Around the tables it was clear that a hurdle worth jumping is from 'what's in it for me' to 'what's in it for all of us?' This can be hard when managing a range of voices, and needs different messaging. But a question for those there was 'how do we involve the community?' Also, outcomes may not meet the original vision, but still be worthwhile; expressing that well will help maintain momentum. One fundamental question was: how do BIDs/SIDs address inequality?

To watch the video please [click here](#).

To learn more about Scotland's Improvement Districts follow this [link](#); Falkirk Delivers follow this [link](#); and [click here](#) for Scotland's Towns Partnership's website.

Community-led Change

Contributors: John Senior, *Cumnock Action Plan (community representative)*; Shaun Lowrie, *Corra Foundation Community Co-ordinator*; Emma Waugh, *East Ayrshire Council Community Worker*.

Facilitator: David Allan, *Deputy Director, Scottish Community Development Centre (SCDC)*.



Cumnock Action Planning Group developed and launched a community action plan (for the period 2016-2021) following extensive community engagement and consultation. The plan had high levels of participation – 60% household returns on community surveys. The planning group achieved this by going to where people were; village shows, pop up events, community groups. This encouraged local conversations. Findings were analysed by the local steering group and themed to create the final plan.

A community event was held to allow the community to vote on what the highest priorities should be. This established clear agreed priorities and encouraged community ownership from the start. The process worked at the pace of the community and engendered a real sense of achievement.

Generating the plan produced a real sense of pride amongst all volunteers involved, that **“this is our community and we are proud to live here,”** as well as recognition that there are skills and talents in the community that have been given a chance to shine. There has been a significant increase in volunteering from local groups and individuals. The plan is an umbrella for action for the 90-plus priorities, many actions are taken by community groups, rather than being the responsibility of the steering group alone.

A frustration has been the differences in approach in government agencies. Some have been obstructive (from the community’s point of view); particularly galling has been at times a blunt ‘no’, without reasons or any deeper consideration of why not or possible alternatives. Sometimes there are standard application requirements out of kilter with the community’s ask – for instance the same application process, which was extensive, for transfer of a small open space as for a community centre.

There are community gardens, community events and other activity in Cumnock that didn’t exist before. Cumnock is improving. The steering group doesn’t have agendas, they work together very well. The support of East Ayrshire council (Emma) and Corra Foundation (Shaun) has been vital in managing policy and funding hurdles, enabling the community to get things done.

The room responded warmly to the presentation – “**How can we bottle the energy of Cumnock?**” But there was puzzlement from some national agencies why Cumnock hadn’t accessed funding and assistance from them. There was general agreement that funding can be very frustrating, whether for the funder or funding seeker – it can be a confusing landscape and there are sometimes conflicting approaches from funders. It was acknowledged that other places start in different places, have different issues and assets, so replication is not possible or the answer. There were many questions about ‘how to’ involve: young people; outside support and connection to national agencies; and, the private sector.

To watch the video please [click here](#).

To learn more about the Cumnock Action Plan follow this [link](#), and for more information about Corra Foundation’s Getting Alongside Communities approach [click here](#) and East Ayrshire’s Vibrant Communities approach [click here](#). Follow [this link](#) for more information about SCDC.

Private Sector and Place

Contributor: James Ledgerwood, *Head of Economic Development, Abellio ScotRail* (on the right of photo).

Facilitator: Alan Thornburrow, *Scotland Director, Business in the Community* (left of image).



Alan began by saying that businesses increasingly want to contribute to and engage with their communities so that they can collaborate and **“add up to more than the sum of their parts”**. James was introduced as being unique, as head of economic development for a railway in the UK.

The Scottish Government posed the question to railway firms bidding for franchises – ‘how are you going to demonstrate... that you are going to be a catalyst for economic development?’ James was hired by Abellio to answer that question, because of his having had a career in local economic development, to add value to communities, and ensure investment aligns with local need and activity.

It was quite surprising for him to see the lack of knowledge and partnering with communities from both the private and public sectors. James spends a lot of time talking about how to maximise value of investment with local authorities and businesses. The railway is often the catalyst for future economic investment and care by the community in its investments. But he also spends a lot of time talking internally to overcome the **‘incredible’** silos that exist in all railways – he was presented by the head of safety as **‘head of home economics’**, a sign that he was winning the culture war to produce:

- Positive working with customers, stakeholders and each other
- Wider economic and social objectives built into business processes
- Engaging in activity that addresses social and economic exclusion
- New services and infrastructure maximising wider benefits for communities.

Abellio has moved beyond ‘Corporate Social Responsibility’ as tokenism – adopting the Town Centre First Principle, the Scottish Business Pledge and achieved Accreditation as a Living Wage employer. It has worked very hard to think how it might benefit the community – for instance giving a building to a local business for a £1 rental to stimulate enterprise and driving good behaviour through local supply chains.

The Borders railway has had a massive positive impact and is a great example of “partnership working”. ScotRail has worked hard to get all buildings along the line back into use and wrote the bid for change around the station at the town centre in Galashiels. They have worked with Edinburgh as the connector to the Borders to promote the Borders as a tourism destination and a location for residential living, to extend the offer of Edinburgh and

take some of the pressure off. Passenger numbers, tourism investment, housing growth, SME growth and inward investment to the Borders and for Edinburgh have all been great.

James related that the biggest barrier is courage, being prepared to take on a development opportunity and see the wider connections. But some communities or businesses don't have the capacity to take on projects at a scale or pace that would suit ScotRail.

James' view is that the system is ripe for disruption but only if we stop passing that responsibility on to others: **"the council/ business/ community should do something about that"**. Instead leaders at all levels need to be saying – here is the collective vision, now what is our role in making it happen?

Discussion amongst those at the tables centred on the need to crash through the silos and pressures of the day job, otherwise young people are going to be sitting in these rooms in 20 years discussing the same stuff. Also, looking at big societal issues brings a wider range of people to the table, there might be differences but if egos can be put to one side common ground could be found. Questions revolved around how to engage the private sector and create broad visions. Also, how to utilise data from private enterprise and the community to enrich our understanding of places. Finding willing private sector partners was seen as a must.

To watch the session please [click here](#).

To learn more about Abellio ScotRail's work with communities [click here](#), and for the work of Business in the Communities follow [this link](#).

Local Wealth Building: Delivering Inclusive Economies

Contributors: Neil McInroy,
*Managing Director, Centre for
Local Economic Strategies (CLES)*
and Ted Howard, *Co-founder
and President of The Democracy
Collaborative (USA)*

Facilitator: Sandy Brunton,
*Chair, Development Trusts
Association Scotland (DTAS)*



Above: Ted Howard

Ted is co-founder and President of the Democracy Collaborative. Throughout Ted's career he has sought to drive transformative change by building more sustainable and inclusive communities from the ground up. 15 years ago he began 'community wealth building' in Cleveland, using the purchasing power of 'anchor institutions' (like hospitals and the university) and the convening power of the Cleveland Foundation to drive procurement for the benefit of the local community, creating worker cooperatives like those in Mondragon.

"Reflecting on this morning, what we are talking about is system change. Systems in local places produce the outcomes that they are designed to, if you want different outcomes that address growing wealth inequality and climate change then you must change the system... projects and programmes of themselves will not be enough".

Ted said it is important to ask: **'what do we want to create?'**, if the goal is 'more jobs' then you can get Walmart to come in, but the jobs are not going to be good jobs, but if it is to create democratic wealth in the community... the importance of creating an alternative vision can't be overstated.

The value of the work for Ted was expressed by a former convict who became a member of the Evergreen Laundry Cooperative, Ted expected him to say that a regular pay cheque was what he valued most, he said that it was being a part owner of his own business – he had never thought he could achieve that. For Ted the outcome of constrained expectations summed up what is what is wrong with the current model.



Above: Neil McInroy

Neil is from Crieff, as Managing Director of Centre for Local Economic Strategies he has worked with several places applying Community Wealth Building approaches. For example, in Preston with the council CLES led a turnaround in the procurement practice of local anchor institutions, which has flowed through to the economic and social performance of the city. To begin with only 5% of 6 anchor institution's procurement was spent in Preston, and 39% in Lancashire as a whole. Now 18% and 80% respectively is spent locally, retaining £70m in Preston and moving Preston from 5th most deprived community in England to the 40th; it has recently been awarded most improved city in the UK, the best city to live in the North West, and an economic development award from the Royal Town Planning Institute.

Neil has been excited to see the local procurement model filter through supply chains and delighted that:

"The local Chief Constable now sees procurement and local wealth building as helping with their policing mission – they have embraced being an anchor institution."

Neil said that Scotland needs to get on board with the local wealth building agenda; it is missing a trick by not doing so.

The questions and debate at the tables focussed on the practicalities of how to apply local wealth building in Scotland, discussion of whether current procurement rules and thinking allowed for this approach and how to bring about that change dominated. Ted emphasised that often there are workarounds to current rules – citing the New Orleans Mayor's relabelling and reconstituting a scheme to target disadvantaged communities.

To watch the video of this session please [click here](#).

Learn more about Ted and Neil's work via these links: [Democracy Collaborative](#) and [Centre for Local Economic Strategies](#). To learn more about the work of DTAS [click here](#).

City and Regional Growth Deals

Contributor: John Robertson
Programme Manager, Inverness and Highland City Region Deal, The Highland Council.

Facilitator: Ross Martin, *Adviser on Regional Economies, Scottish Government*



Above: Ross Martin

“I have adopted a model for place making to try and draw separate projects together under a place-making agenda. I believe that this helps provide a unifying theme for the projects in the city region deal as the city region themes can be a bit too academic to achieve. This helps people think about their work and initiatives and how they can demonstrate leadership of other human capital support” John Robertson.

Ross began by outlining how Government was shifting to taking a place-focussed approach, from Scottish Enterprise to legislative change, with growing attention to regional as well as national and local governance and economies. The concern is to maximise impact of government spend in places. John said that £350m sounds massive, but it should attract other investment and needs to enable broader outcomes, outwith Inverness and improving human capital. The fundamental questions for John are, is the place:

- Connected
- Attractive as a place to live and build a business
- Physically renewed, and
- Does it leverage more than the projects themselves?

You must confront the politics – in the Highlands this is about ‘everything happens in Inverness’, so put the challenge back to those that say that to engage with the Deal and opportunities it provides. Another challenge is how to maintain long-term leadership with a vision that lasts 20-30 years?

The group raised several questions around for regional growth and city deals:

- Collective vision and early engagement with communities is important (‘inclusive growth’ means being inclusive) – any vision should be holistic, not just economic but about wellbeing, but how is it to be achieved when there are myriad voices and different needs and motivations?
- Politics is important – who leads – is it elected council representatives, officials or communities?
- How do you achieve a diversification in industry?

- How do you manage 'parachuting in' large projects into an area?

Challenges people agreed needed addressing included translation so that those without technical skills could engage fully with shaping the vision and engaging with projects. Also, extending the 'reach' of investment so that it is multiplied, harnessing serendipity as well as strategy.

To watch the video of this session please [click here](#).

To learn more about the Inverness and Highland City Region Deal [click here](#); the Highland Council website is [here](#); and for information on Scotland's Centre for Regional Inclusive Growth [click here](#).



Left to right: Carol Tannahill, Fiona Duncan, Sarah Ward.

Collective Impact: Collectivising Impact around Children and Young People in Glasgow.

Contributors: Carol Tannahill, *Director of the Glasgow Centre for Population Health, Chief Advisor on Social Policy to the Scottish Government and co-lead for the Children's Neighbourhoods Project* and Sarah Ward, *Research Associate with Children's Neighbourhoods Project*.

Facilitator: Fiona Duncan, *CEO, Corra Foundation*.

Carol and Sarah described the work of Children's Neighbourhood Scotland (CNS) as having three distinct elements: engagement with children; working with organisations that support children; and with advocates for children in the neighbourhoods. Forming human relationships is a key starting point – building trust with frontline staff helps overcome barriers and access to data.

The overall ambition of CNS is to develop work in six or seven places, including rural and urban neighbourhoods across Scotland. Bridgeton/Dalmarnock was chosen as the starting point because support organisations like the primary school are innovative in their approach to addressing inequality. In the past the East End of Glasgow regeneration efforts had been focussed on the physical, but the focus is now on people and 'getting it right in early years'. CNS promotes collective responsibility in neighbourhoods to ensure children's equality, using a framework of shared goals for children: learning; life; and, standard of living. Living conditions and standard of living are integral. CNS draws on examples of good practice like Harlem Children's Zone and the Greater Shankhill Children and Young People Zone – visiting Belfast was a powerful motivator.

It is hard to retain the energy of those working on the issues, and also be systematic and systemic in approach, because it means people have to be open to challenge and change.

“There are lots of good projects and programmes and it is hard to ask those delivering them to think again about their overall effectiveness.”

The children and young people co-produce insights with the researchers and have a sophisticated and hopeful view of their situation. CNS is seeking to develop provision that meets the Place Principle (increased collaboration, maximising impact of resources by adopting multi-agency approaches and developing clear pathways for children and young people).

Developing the shared approach needed is difficult but ultimately would be rewarding for the communities. Trust building is essential, with the children, communities and providers and advocates. This can be hard where there are historical divides and big personalities. Austerity and the complexity of challenges makes the work hard, there is little slack in the system. It gives us the chance, however, to help make a difference.

The group concluded that having a shared purpose and achieving coordination and alignment were vital. But getting there was hard. Funding for the long-term was needed in these situations but was not often available. Shifting power to the children and young people was a means of changing the debates and opening possibilities. Questions arose around how to achieve the coordination across multiple services; how this work linked into eco-schools programmes and how to balance accountability, what is the role of ‘fixer’ or ‘enabler’ and should it be about asking questions rather than answering?

To watch the video of this session please [click here](#).

To learn more about Children’s Neighbourhood Scotland, [click here](#); for information about Corra Foundation’s work follow [this link](#); and finally, [click here](#) to learn more about the work by Glasgow Centre for Population Health.

Community-led Regeneration: Achieving a Collaborative Common Vision for Rothesay

Contributor: Jackie Sherer,
*Artistic Director & Chief Executive
Officer, Rothesay Pavilion.*

Facilitator: Sam Cassels, *Associate
Director, Scottish Futures Trust.*



The Rothesay Pavilion has a storied past as an A listed building, and the challenge is to look back *and* forwards, using the past and the iconic presence of the building to grow into the future.

The Pavilion is undergoing a £14m refurbishment to become a reinvigorated arts, heritage and community hub with first class exhibition, performance, meeting and workshop spaces, for businesses and creative partnerships, the NHS and the community. A SCIO (Scottish Charitable Independent Organization) will take charge of the Pavilion next.

“All this works to ensure the Pavilion sets a benchmark for physical regeneration and social renewal, becoming a dynamic contributor and leader to the development of Rothesay and Bute.”

Jackie said she was just two months into her job-shared role as Artistic Director for the Rothsey Pavilion on the Isle of Bute, she is busy identifying and meeting individuals and groups with a remit for place making and regeneration.

Some of those with a stake are: Argyll and Bute Council, Highlands and Islands Enterprise, Fyne Homes, Fyne Futures, Bute Island Alliance, CHARTS, local football groups, Achievement Bute, community halls, Visit Scotland, Visit Bute. A charrette assisted in identifying how the pavilion might deliver more than the sum of the parts.

“Working in partnership is great but not everyone gets it; however, when the penny drops it really does drop - and you understand that you don’t have to do everything yourself!”

Public organisations are constrained, but joint working can offer significant benefits through generating services they don’t have the time, remit or resources to pursue individually.

The group recognised that one size will not fit all, in Rothsey it was the crisis of potentially losing the pavilion that provided a focus for developing a collaboration and innovative approach. Understanding the whole community before you act is important, that might be stimulated from the outside through skilled facilitation or by someone in the community

with long experience. There were questions about how to work in a 'place-based' way when there *isn't* a crisis to galvanise action, also how to manage the risks of taking on large, old buildings that have protected status and so repurposing is potentially complex (in terms of permissions) and expensive?

To watch the video of this session please [click here](#).

To learn more about the Rothesay Pavilion follow [this link](#); for information about Scottish Future's Trust visit their [website here](#).

Session Three: Collective Leadership for Delivery

Just do it! Making the Commitment

The final section of the day provided an opportunity to hear from two of Scotland's place leaders about how place has been integral to their work and the wider benefits it has achieved through an understanding of the wholeness of places and systems.

There was also a facilitated session involving time for personal reflection, beginning conversations with others, and consideration of what actions we can take personally or collectively to move place work forward.

Place Leader View: Jim Savege, *Chief Executive, Aberdeenshire Council*

Aberdeenshire is a jigsaw of different towns and communities, which has influenced the shape of the council to devolve across six areas and focus on local.

Strategically implementing the Town Centres First Principle encourages a mindfulness in decision-making, where the council can consciously reflect on the effects their decisions could have on places and communities.

There is a mechanistic aspect, with the town centre first assessments, but it's about this going beyond ticking boxes to shifting the culture. Understanding the impact of every decision on communities is challenging and complex (**"not everyone gets it"**) but helps deliver wider benefit and longer term sustainability.

You need the humility to know you don't always have the answer. Working in partnership means working to people strengths – for example supporting community groups such as the Aberdeenshire Rural Partnerships has enabled them to become self-sustaining and lead on projects the council might once have.



"What it is about is actually getting into people's hearts and minds to say be thoughtful and conscious about the decision you are making - about the positive impact or the missed opportunity you could have on the town centre"

Place Leader View: Mike Galloway, *Former Executive Director of City Development at Dundee City Council.*

A place's character is a mix of physical form, activities and the perception about that place. Place-making is a very powerful tool but too often it flips in and out of favour in public policy.

Seven key principles for successful place-making:

Physical structures are often the foundation stone - create a vision around it. Master-planning can help articulate and achieve wider buy-in that involves whole cities, local businesses and communities.

Develop a clear view on what the place will feel like. Every place is different and their innate nature should be considered.

You can create the right structure and framework but then allow the place to develop naturally, with its own variance.

Create or support distinct and positive identities of places.

Take a wide view about convenience for users – with transport consider active travel such as walking and cycling alongside the car.

Create places for people - where people can dwell, feel comfortable.

It's about quality, not speed or cost. Places need to be able to stand the test of time.



“Place is not just about visual or physical matters. It can fundamentally affect people, community and society and thereby determine the local economy, health and well-being, sustainability and environment - so please let us embed the concept of place at the heart of public policy making in this country and have no pendulum swings in the future.”



Lesley Fraser, *Director for Housing and Social Justice, Scottish Government: Reflections on the Day: what needs to change?*

Four themes Lesley said came up for her on the day;

This is personal, it starts from where you were born and grew up, live, work etc. We know place is important and that change happens locally.

It's really not new either – we have seen the examples in the sessions where people have come together and made really good things happen- with so much rich learning.

Go and find a friend, and commit to remaining friends all through the process. Look beyond labels and usual suspects and think about kindness and treating everybody with dignity and respect.

Be prepared to stick with this. It will be difficult, complex and frustrating, including Government being part of the problem – but keep talking till it all comes good.

“Practically what does that mean for me moving forward? I will want to know, and will ask, ‘how are we taking account of place in our decision making’?”

Round Table Discussion: facilitated by Harriet Hunter, Head of Organisational Development, Scottish Government.

Harriet Hunter facilitated our round table discussion, designed to give delegates the space to reflect on the learning and understand it on a personal level – what would it mean to them and their role to change?

Part one was a personal reflection, involving writing down responses to questions such as ‘How does place show up for you – in your inbox, your diary, decisions and relationships?’

Part two involved sharing this thinking with others, starting conversations at the tables and thinking about what it all means, and what they might change as a result of these conversations.

Part three was an opportunity to move towards action, deciding on an action you could do to significantly shift things, and then testing this with other delegates.

A copy of this exercise with the questions is in appendix A.



Harriet calling on delegates to consider **what will it take to shift this work on, both personally and collectively?**



Linda Hunter, Internal Consultant at Scottish Government visually scribing the Summit.

Final Thoughts

Next Steps

This event aimed to disseminate the knowledge and energy for delegates, as Scotland's senior leaders for place, to make their own actions for change.

Scottish Government will continue to work with place stakeholders, from across sectors, public, private, community and third. Agreeing the Place Principle with COSLA means the joint focus now is on implementing the principle to create the impetus for ambitious and effective place-based approaches right across the country. The principle is intended to help partners develop a clear vision for services, assets and investments to maximise the benefit from our combined resources. It is equally applicable irrespective of the range and scale of settings and provides all partners, including communities, with a mechanism by which to exercise local accountability.

Scotland's Towns Partnerships will continue to work alongside the Scottish Government and key stakeholders to ensure the principles of better place making become embedded in policy and on the ground. Whether this is at the level of regional and city growth deals, emerging economic partnerships or towns and Improvement Districts across Scotland, we firmly believe that the Place Principle can help improve investment decisions, strengthen communities and build a more resilient and successful Scotland.

Available on Scotland's Towns Partnership website are;

- [Funding Finder](#)
- [Town Centre Toolkit](#)
- [Understanding Scottish Places](#)
- [Stalled Spaces Toolkit](#)

While the Place-based Working Project has drawn to an end, Corra Foundation will continue its original place-based approach [Getting Alongside Communities](#) as well as [Appetite for Change](#), a developing piece of work looking to collaborate with like-minded partners to develop place-based approaches.

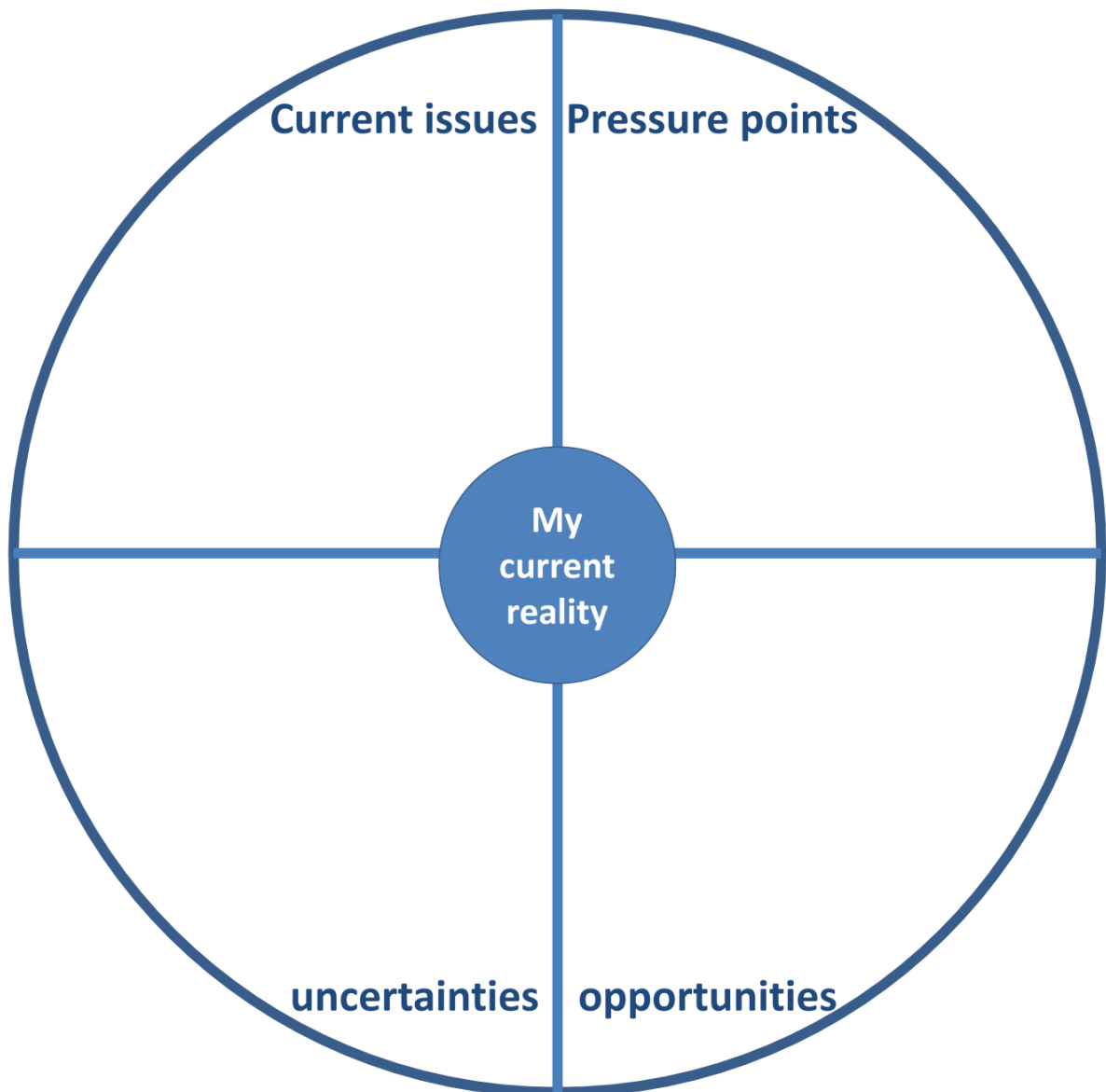
Available on Corra Foundation's [Place-based Working Project](#) webpage are the materials we have produced including;

- Case-studies of place-based working
- Measurement of place-based working
- Tools and Resources for place-based working
- Summaries of the Place-based Working Project
- Materials developed for the Summit including the programme, booklet of guides and videos of the speeches and Partnership for Place sessions.

Appendix A – Reflective exercise

How does place work show up for you – in your inbox, your diary, decisions and relationships?

The pressure points you experience: what frustrations crop up for you in trying to lead from a place-based perspective?



The uncertainties that exist around you: what feels unknown and unsure in relation to leading from a place-based perspective?

The enjoyable, positive side of your work: what's bringing you energy and satisfaction and enables you to work towards a place-based approach?

What will it take to shift this work on, both personally and collectively?

Part one: what's come up for me over the day?

- Personal reflection:
- Take 5 minutes to note down your answers to the questions in relation to leading, based on the foundation of the place principle;

Part two: sharing your thinking with others

- What did you write down that you want to share with others?
- Explore together what is going on for you right now at your tables
- What does all this mean – what might you want to change as a result of your conversations?

Part three: moving to action – a chance to rehearse and test out your ideas for action

- From your writing, reflection and conversations, what is it that you want to do that you think could significantly shift things?
- Work in pairs/threes. You might have someone who's in the room you'd like to talk your idea through with, or who you want to work with – feel free to get up and nab that person. Alternatively you can talk to someone at your table.

Appendix B - Attendee List

Aileen	Campbell MSP	Scottish Government	Cabinet Secretary for Communities and Local Government
Alan	Anthony	Threesixty Architecture	Managing Director
Alan	Thornburrow	Business in the Community, Scotland	Director
Alex	Paterson	Historic Environment Scotland	Chief Executive
Alex	Fleming	Falkirk Delivers	BID Manager
Alison	Turnbull	Historic Environment Scotland	Director Development and Partnership
Alison	Jones	Scotland's Towns Partnership	Executive Team
Allan	Henderson	Aberdeen Inspired	Chairman
Allan	Farmer	Corra Foundation	Head of Place
Andrea	Calder	Dundee City Council	Head of Chief Executive's Services
Andrew	Magowan	Inspiring Scotland	Link Up Programme Manager
Andrew	Outram	Turner & Townsend Project Management Ltd	Director
Angus	Hardie	Scottish Community Alliance	Director
Anna	Fowlie	SCVO	Chief Executive
Audrey	Michie	Aberdeenshire Council	Strategic Town Centre Executive
Bill	Harvey	Kirkcaldy 4 All	Manager
Calum	Lindsay	COSLA	Policy Officer, Environment and Economy Team
Carol	Downie	The Gannochy Trust	CEO
Carol	Tannahill	Glasgow Centre for Population Health	Director
Carolyn	Sawers	Corra Foundation	Deputy Chief Executive
Cathy	Parker	Institute of Place Management	Professor
Cheryl	Robb	Zero Waste Scotland	Sector Manager, Circular Economy Cities & Regions

Chris	Holloway	Resilient Scotland	Head of Resilient Scotland
Chris	Jamieson	Social Investment Scotland	Lead Fund Manager for the Social Growth Fund
Christopher	Murray	SURF	Research and Administrative Assistant
Claire	Sweeney	Audit Scotland	Audit Director
Clare	Daly	Sustrans	Policy and Communications Manager
Colin	Ross	CLD Standards Council Scotland	Policy and Practice Development Officer
Darah	Zahran	Scottish Enterprise	Team Leader – Social Economy
David	Allan	Scottish Community Development Centre	Deputy Director
David	Bookbinder	Glasgow and West of Scotland Forum of Housing Associations	Director
David	Cannon	CalMac Ferries Ltd	Head of Stakeholder Communications
David	Cowan	Scottish Government	Head of Regeneration Unit
David	Greer	North Lanarkshire Council	Growth Programme Manager
David	Sanderson	Rank Foundation	CEO
David	Stewart	SFHA	Policy Lead
David	Wallace	BT	Director, Business & Public Sector Scotland
Deborah	Murray	Byres Road & Lanes Business Improvement District	Project Manager
Donna	MacKinnon	Scottish Government	Head of Local Government and Analytical Services Division
Dot	Grieve	East Ayrshire Council	Service Manager Sustainable Communities
Douglas	Cowan	Highlands and Islands Enterprise	Director of Strengthening Communities
Eibhlin	McHugh	Scottish Government	Co-Director, Executive Delivery Group

Elaine	Gorman	Business in the Community	Senior Programme Manager, Education
Elaine	Bone	Scotland's Towns Partnership	Executive Team
Emily	Watts	Corra Foundation	National Programme Manager, People in Place
Emma	Waugh	East Ayrshire Council	Community Worker
Erika	Braun	Svenska Stadskärnor	Communicator Sweden
Euan	Leitch	Built Environment Forum Scotland	Director
Ewan	Robertson	Scotland's Towns Partnership	Executive Team
Ffyonna	Taylor	Corra Foundation	Policy and Events Officer
Fiona	Simpson	Scottish Government	Assistant Chief Planner
Fiona	Duncan	Corra Foundation	Chief Executive
Fiona	McKenzie	Centrestage	Director
Gael	Drummond	Firstport	Head of Operations
Gareth	Walker	Hamilton BID	BID Manager
Garry	Brown	Blachere Illumination	External Affairs
George	Findlater	Historic Environment Scotland	Head of Partnerships and Projects
Giles	Ruck	Foundation Scotland	CEO
Gillian	Fyfe	COSLA	Policy Manager, Environment and Economy Team
Gillian	Neill	City of Elgin Bid Ltd	Chief Executive
Graeme	Ambrose	VisitInvernessLochNess	CEO
Graham	Campbell	Scottish Power Energy Networks	District General Manager
Habiba	Nabatu	Lankelly Chase Foundation	Action Inquiry Manager
Harriet	Hunter	Scottish Government	Head of Organisational Development
Helen	Forsyth	Berwickshire Housing Association	Chief Executive
Husam	Al Waer	University of Dundee	Senior Lecturer
Iain	McLean	DWF Law	Partner
Iain	Murray	Scottish Government	Policy Official

Ian	Gilzean	Scottish Government	Chief Architect
Inger	Alfredsson	Svenska Stadskärnor	National Coordinator
Irene	Beautyman	Improvement Service	Planning for Place Programme Manager
Issy	Petrie	Carnegie	Project Officer
Ivan	Clark	Scottish Natural Heritage	Placemaking Team Manager
Jackie	Shearer	Rothsay Pavilion	Artistic Director & Chief Executive Office
James	Ledgerwood	Abellio ScotRail	Head of Economic Development
Jane-Frances	Kelly	David Hume Institute	Director
Jennifer	McLean	Glasgow Centre for Population Health	Public Health Programme Manager
Jim	Savege	Aberdeenshire Council	Chief Executive
Jo	Armstrong	Hub West Scotland	Chair
Jo	Turner	Corra Foundation	Core Operations and External Relations Support
John	Semple	East Ayrshire Council	Regeneration Project Officer
John	Ferguson	Scottish Government	Improvement District and Regeneration Policy Officer
John	Howie	NHS Health Scotland	Organisational Lead - Place
John	Lauder	Sustrans Scotland	National Director
John	McNairney	Scottish Government	Chief Planner
John	Semple	East Ayrshire Council	Regeneration Project Officer
John	Robertson	The Highland Council	Programme Manager, Inverness and Highland Region Deal
John	Senior	Cumnock Action Plan	Community Representative
Johnny	Cadell	Architecture and Design Scotland	Design Advisor
Jon	Walton	Go Forth Stirling BID	BID Director

Jonathan	Pryce	Scottish Government	Director, Culture Tourism and Major Events
Julian	Corner	Lankelly Chase Foundation	Chief Executive
Karen	MacNee	Scottish Government	Head of Rural Communities
Kate	Tobin	Dartington Service Design Lab	Service Design Specialist
Lara	Moir	Paths for All	Business Manager
Laura	Turney	Scottish Government	Head of Public Service Reform Unit
Leigh	Brown	Perth and Kinross Council	City Centre Manager
Leigh	Sparks	University of Stirling	Deputy Principal (Education and Students)
Lesley	Fraser	Scottish Government	Director for Housing and Social Justice
Lisa	Edwards	Dunfermline Delivers	BID Manager
Lorna	Clark	East Ayrshire Council	Planning Officer
Lotta	Engvall	Simrishamns Municipality	Place Manager
Marion	McCormack	Scottish Government	Head of Sponsorship & Better Regulation
Marlene	Bolstad	Visit Luleå	Business Developer
Martin	Cawley	Big Lottery Fund	Director for Scotland
Martin	Joyce	Scottish Borders Council	Service Director Assets & Infrastructure
Matt	Baker	The Stove Network, Dumfries	Orchestrator
Mhairi	Donaghy	EKOS	Associate Director
Mhairi	Reid	Big Lottery Fund	Knowledge and Learning Manager
Michael	Chalmers	Scottish Government	Director for Children and Families
Mike	Galloway	Dundee City Council	Former Executive Director of City Development
Nairn	Pearson	West Lothian Council	BID & Town Centre Manager
Neil	Ross	Highlands and Islands Enterprise	Head of Community Growth

Neil	McInroy	Centre for Local Economic Strategies (CLES)	Managing Director
Nick	Wright	Royal Town Planning Institute	Past Convenor
Nicky	Marr	Journalist and Broadcaster	
Oonagh	Gil	Scottish Government	Deputy Director, Head of Enterprise and Cities
Pamela	Berry	North Lanarkshire Council	Head of Housing Programme
Pamela	Humphries	North Lanarkshire Council	Head of Housing Programme
Paul	Hirmis	Corra Foundation	Programme Officer, People in Place
Pauline	Douglas	Coalfields Regeneration Trust	Head of Operations
Pauline	Grandison	Coalfields Regeneration Trust	Programme Manager
Pete	Reid	Falkirk Council	Growth & Investment Manager
Phil	Prentice	Scotland's Towns Partnership	Chief Officer
Philip	Revell	Scottish Communities Climate Action Network	Convenor
Rachel	Tennant	Landscape Institute Scotland	Chair
Rhona	Brown	Scotland's Towns Partnership	Executive Team
Richard	Whatman	Corra Foundation	Secretariat Lead – Place-Based Working Project
Roddy	Smith	Essential Edinburgh	CEO
Ronnie	Brown	Blachere Illumination	Managing Director
Ross	Martin	Scottish Government	Adviser on Regional Economies
Sam	Cassels	Scottish Futures Trust	Associate Director
Sandy	Brunton	Development Trusts Association Scotland	Chair
Sarah	Deas	Scottish Enterprise	Head of Inclusive Models
Sarah	Ward	University of Glasgow	Research Associate
Shaun	Lowrie	Corra Foundation	Community Co-ordinator
Shelley	Grey	Corra Foundation	Head of External Relations

Simon	Baldwin	Destination66 Ltd	Director
Stephen	Garvin	Scottish Government	Head of Building Standards
Stephen	Gallagher	Scottish Government	Interim Director for Local Government and Communities
Steven	Shaan	Koicoms	Managing Director
Steven	Stewart	Stagecoach Group	Director of Communications
Steven	Hedde	COSLA	Environment and Economy Spokesperson
Sunil	Varu	Edinburgh's West End BID Company Ltd	BID Manager
Susan	Bolt	Scottish Government	Policy Team Lead
Tammy	Swift-Adams	Homes for Scotland	Director of Planning
Ted	Howard	The Democracy Collaborative (USA)	Co-founder and President
Tom	Craig	Scottish Government	Senior Policy Executive - Entrepreneurship
Tom	Sneddon	Tom Sneddon Architect	Principal
Wendy	Wilkinson	Scottish Government	Deputy Director for Safer Communities Division
Yvonne	Prager	Scotland's Towns Partnership	Executive Team
Zoë	Rush	Corra Foundation	Research Intern, Place-based Working Project

Corra Foundation, Riverside House, 502 Gorgie Road Edinburgh EH11 3AF

e: hello@corra.scot t: 0131 444 4020 <https://www.corra.scot/>

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