

Place-Based Working in Scotland -  
Where Next?

Event Report 27<sup>th</sup> March 2018



**Table 1 Barriers to place-based working**

Hard to work together	Silos	Power	Exhausted, disconnected people	Measurement is hard	Policy Context
We're not good at listening	Organisations looking at own aims, not the overall vision of a place	Power 'seats' and power dynamics	There is a citizen-professional disconnect-we are both.	Difference between what's easy to measure and what's important	Tension between electoral cycle timings compared to time needed for transformation
Myths are bought into and not always critically assessed	Resources are often distributed on a 'project' basis, not pooled across place or in hands of the people	Are there resistant professions? Planning, property, finance, transport	Volunteer exhaustion-how do we sustain it?	Real change takes a long time but we also needs short-term, noticeable changes to build momentum	Funding cycles are short term
Need more accessible language and less jargon	This behaviour is persistent despite identified disadvantages	Unclear about our end-game. Why are we here? What is the point? What are the priorities?	Complexity of the situation	No well-known measures of collaborative work to make the case	Tension between spatial vs community planning
Compromise is inevitable (but do communities bare this to a greater extent?)	Bound to own organisation's outcomes and reporting methods  Need our collaborations to include private businesses	City Region Deals-example of opaque process with no community engagement	Are activists unintentionally denying themselves access to the wider dialogue?  Poverty, deprivation and unbalanced skill sets depending on what place you live in		Differing policy objectives and pressure on the government t demonstrate their measures  Don't have an awareness of the impact when we deinvest

**Table 2 Enablers of place-based working**

Harness Fiery Spirits	Create a long-term vision	Build skills in facilitation	Use Passion and Emotion	Measurement	Policy Enablement	Investment
<p>Finding the right people; passion and energy; willing to pass on power and responsibility</p> <p>Strong leadership and ‘system fixers’ (generalists), with the desire for this work</p> <p>Recognition of contribution by volunteers</p> <p>Young people are key to a new culture of collaboration</p>	<p>Creating a more coherent movement of change towards a sustainable future</p> <p>Simplification. It’s about people and places. Deconstruct tools and talk to the people.</p> <p>Quick wins are needed; also medium and long-term wins over 10-20 years</p> <p>Genuine standing together and commitment to letting go of power</p>	<p>Recognition of skilled professionals with a connector and facilitator role</p> <p>Use this skill for inclusion and healthier processes; across sector issues, and with communities.</p> <p>Honest, transparent and accessible conversations</p> <p>Mediate the top down and bottom up processes as they meet in the middle</p>	<p>People are ready; there is an acknowledgement of problems in system; the planets are aligning. Use this energy</p> <p>Rich heritage to draw upon; people’s pride in place</p> <p>“Change happens at the speed of trust”</p> <p>Seize what can be done now in policy and on the ground</p>	<p>Need to be measuring outcomes and collecting stories to get a complete picture</p> <p>Collective and Individual narratives in an area to understand what’s going on in a place</p> <p>International learning from others to get inspiration and share learning</p>	<p>Use the Christie Principles as a reference point, structure for change.</p> <p>Agreed Local Governance and help create flexible system of governance</p> <p>Potential of the planning reform to bridge gap between spatial planning and enabling community</p> <p>Frontloaded ‘Inclusive Engagement’ agreement</p>	<p>Capital investment- with front-loaded revenue</p> <p>A place can only change from within- outside practitioners need to enable locals to do it</p>

<b>Table 3 Open Space Session</b>			
<b>Open Space Questions</b>	<b>Insights</b>	<b>What needs to happen next?</b>	<b>Questions</b>
<b>Initiating Resilience</b>	<p>Rooted in the identity and geography of places</p> <p>Needs to be a stewardship of a broad and progressive agenda with communities exploring their 'now' and future</p> <p>Need a proactive approach (not reactive) to establish a governance model which is designed for flexibility in the future</p>	<p>Time and space for challenging conversations: find trust in neutral, common place</p> <p>Broadening the stake-holders, while perhaps narrowing the focus of the LA role</p> <p>Test sites: where locality testing and funding is looked at over a longer model to test our learnings and create a resilient model</p>	<p>Do we need a special type of worker? A mix of broker and facilitator?</p> <p>Do we need to narrow and refocus LA roles from deliverers to facilitators?</p> <p>Do places need to justify their futures?</p>
<b>How do we get people from the place in control? (including asset ownership)</b>	<p>Flip the power: arrogance in the idea of 'community empowerment' who are we to decide that? Professionals are also part of communities</p> <p>Educate community as to what is on the table and use tangible projects to drive energy</p> <p>It's about ownership; involve everybody, trust communities with resource and trust communities with decisions of what and how to measure</p> <p>Role for enablers and those with power; to step back, take away barriers and help with tasks some communities don't have the skills for yet</p>	<p>Demonstrate what is possible by piloting a deeper place-based initiative, invest, study, learn. Towns, villages, rural and urban. Put two projects in each.</p> <p>Need to support pioneers in Urban Community Land Ownership</p> <p>Enabling policies: Local Governance Review; Planning Reviews; CPPs and LOIPS</p> <p>Participatory budgeting; tools like this need to be mainstreamed and kept away from tokenistic space</p> <p>Change the timeframe. 3 year vision replaced with 20 year vision</p>	<p>Do we support the outliers, change the system, or both at the same time?</p>

<p><b>How do we engage young people in a conversation about place?</b></p>	<p>Embed this in the curriculum. Citizenship outcomes produced by young people; give them the opportunity to problem solve and think about sustainable solutions</p> <p>Allow barriers and enablers to inform and change our work. Need to accommodate more groups taking part, including seldom heard voices</p>	<p>Identify and reduce barriers to entry.</p> <p>‘Just do it’, demonstrations; young people cocreating, designing and delivering from the on-set (not just included near the end)</p> <p>Getting citizenship outcomes (produced by young people) out to a wide range of stakeholders including teachers (CPD)</p>	<p>Is the internet a place, a community? Will young people merge physical and technological spaces?</p>
<p><b>Design activism</b></p>	<p>Most places evolved around industries which don't exist anymore- these places need reimagining.</p> <p>Co-creating and participatory design could address wider issues of concern around housing, high streets, circular economy, local production supply chains</p> <p>Create conditions for communities to take control of possibilities and allow culture and identity of a place to emerge</p>	<p>Need to take advantage of Government initiatives such as Place Standard and Making Places programme.</p> <p>‘Stalled Spaces’= allow for spaces for design activism to happen (community gardens, open spaces, buildings)</p> <p>Reactivate derelict and abandoned space and stimulate new services and enterprises</p> <p>It's about bringing professional skills to help with practicalities, mixed with humility</p>	<p>Do we start with forgotten places or all places?</p>
<p><b>Technology, data and the new economy... what place for places?</b></p>	<p>Tech can facilitate and connect place. It allows scaling up and joining-up of people</p> <p>Opportunities for evaluation and data collection</p> <p>Move away from the factory to the coworking space, use disused buildings</p>	<p>Invest in making tech work for place</p> <p>Consider how to replicate cluster effects (geographic concentrations of interconnected partners) and sharing economies in a way that would benefit society.</p>	<p>Is there a way to use sharing economies for good of society, not just leaving it to Air BnB and Uber?</p>

<p><b>How to change decision-making around resource allocation?</b></p>	<p>Making the invisible visible: decisionmaking bodies and their processes should be transparent, to those involved and outsiders.</p> <p>Collective prioritisation (not individual)</p> <p>A new understanding of accountability and shared ownership</p>	<p>Mandate change to investment process with an instructed approach taking account of the place</p> <p>Offer joint skills development and shared lessons to ‘professionals’ and communities</p> <p>Prioritise our effort and focus for action, where the energy is</p>	
<p><b>How do you generate a movement that lasts?</b></p>	<p>This is not the start of a movement, it’s a continuation or joining up of movements</p> <p>More clarity is needed about Corra’s convening role for the next 6 months</p> <p>Build the DNA, don’t just ‘do’ without thinking and planning. Need to consider what roles are needed and who is involved</p>	<p>Need to set up the infrastructure; this involves finding a network of organisations and people; facilitating or stewarding the process; collaboratively making decisions around governance</p> <p>Leverage additional resources</p> <p>Connect our narrative into Scotland’s history and the global zeitgeist</p>	<p>Skills is a key building block-what do we want and need?</p> <p>Role of catalyst; connective tissue to host and bring together key partners?</p>

## Emerging Themes

While the conversations on the day reflected similar themes to the cross-sector groups' previous discussions, the wider range of perspectives brought some insights further into prominence.

- Re-imagining Places: places were often designed around industries that are no longer there. It is time to learn from communities what they want, and co-produce a vision for the future. A **10-20 year time frame** is needed to enable real sustainability of places, and to counter short electoral and funding cycles.
- Broadening Stakeholders: a wider range of voices are needed in these discussions. In particular private businesses, young people and seldom heard groups were noted to be under-represented. The mental separation of 'professionals' vs 'communities' was also questioned, as professionals are also residents in places.
- Simplification: the language we use to talk about PBW can be too dense and jargonfilled to be easily understandable. There needs to be a balance between discussing the complexity of place-based work and an understanding that PBW is essentially about asking people in a place what they want, and then helping them achieve that.
- Skill Building: in particular skills around facilitation and brokering are needed to enable people to have better conversations across sectors and with communities. There is also an unequal distribution of skills in communities of different backgrounds which needs to be addressed. These skills could be developed and lessons shared across and between professional and community groups.
- Behaviours: greater transparency and "making the invisible visible"; collective prioritisation over individual organisational aims; and sharing accountability and ownership of initiatives are some of the key behavioural changes needed for placebased working to thrive. The importance of trust, managing disagreement, flexibility and persistence were reinforced.
- Policy: balance is needed between making use of favourable policy to advance placebased working and ensuring our focus is not narrowed only towards the policy landscape. There are other opportunities such as technology and broadening stakeholders that are equally important.
- Role of Funders: these organisations play a unique role, especially in terms of driving the reporting of outcomes and measures of place-based work.
- "Just do it": A suggestion as to what needs to happen next was the development of test-sites for collaborative place-based initiatives to be implemented, studied and measured.

## Next Steps:

The Scottish Government has made a commitment to continue funding to explore the potential of place-based working for another six months and this should help build more momentum to grow the movement. There is potential to identify people and places with the desire for this way of working, help facilitate the process, and set up the longer-term structures that will enable and hopefully grow place-based working across Scotland.

Corra Foundation has been pleased to host the research and development in the first six months and remains committed to playing a role in supporting this work. Place-based working is at its best when its collaborative so the next six months will also increasingly invite and showcase the contributions of other people, groups and organisations with a desire to share and develop learning. This work is seeking a 'collaboration of the willing', and this includes places and communities that have a desire for change.

## Possible Actions:

- A test site (or multiple sites) would give us the opportunity to test our theories and ability to collaborate, while sharing learning between many organisations and partners.
- Establishment of a network to connect and distribute knowledge and information useful for place-based working in Scotland
- Exploring how best to develop the skillset needed for the facilitation/brokering roles needed in place-based working
- A conference in the Autumn to galvanise place-based working's role in Scotland's future and to connect this work to other international movements.

If you would like to discuss any of this further, please don't hesitate to be in touch with Richard or Zoë. We will be in contact shortly with next steps and to share the learnings from the case-studies and measurement research.

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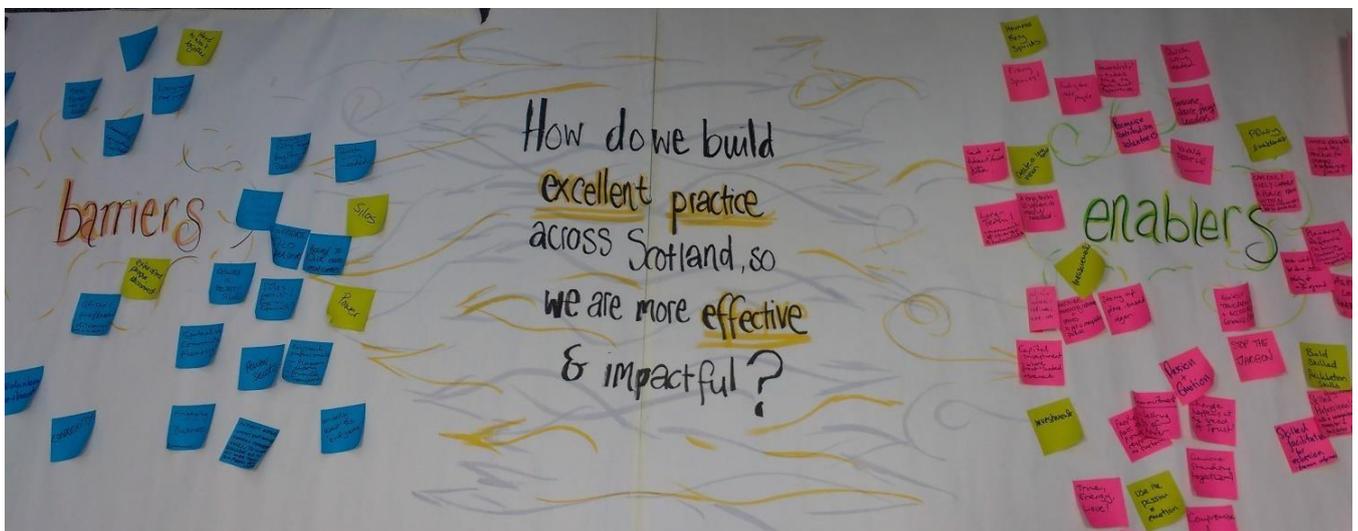
**We would like to thank the Scottish Government for funding this event and the associated work, as well as their ongoing support for the next six months.**

## Attending

Allan Farmer  
Andrew McGowan  
Andy Milne  
Anna Birney  
Annabel Davidson-Knight  
Brian McLaren  
Calum Strang  
Carolyn Sawers  
Chris Holloway  
Dr Claire Bynner  
Craig McLaren  
David Allen  
David Cowan  
David McAllister  
David Milne  
David Williams  
Derek Stewart  
Diane Gray  
Diarmaid Lawlor  
Elaine Gorman  
Emily Watts  
Fiona Duncan  
Frances Northrop  
Frazer McNaughton  
Gavin Paterson  
Gemma Fraser  
Iain Scott  
Ian Gilzean  
Ian McCrory  
Irene Beautyman  
Jane-Frances Kelly  
Jennifer McLean  
Joanne Turner  
Jonathan Pickering  
Jill Cronin  
Katie Kelly  
Keith Jack  
Kieran Wardrop  
Kim Black  
Laura Mathieson  
Lesley Macdonald  
Linda Hunter  
Lindsay Burley  
Lindsay Chalmers  
Lynne Wardle  
Matt Pearce  
Nathan Goode  
Neil Ross  
Whale Arts Agency  
Inspiring Scotland  
SURF  
Forum for the Future  
Collaborate  
EKOS  
Church of Scotland  
Corra Foundation  
Resilience Scotland  
University of Glasgow  
Royal Town Planning Institute  
Scottish Community Development Centre  
Scottish Government  
PAS  
Scottish Government  
Church of Scotland  
Community Models  
Heritage Lottery Fund  
Architecture and Design Scotland  
Business in Communities  
Corra Foundation  
Corra Foundation  
New Economic Foundation  
Scottish National Heritage  
North Ayrshire H&SCP  
Community Justice Scotland  
Can Do Places  
Scottish Government  
Fife Council  
Improvement Service  
David Hume Institute  
Glasgow Centre for Population Health  
Corra Foundation  
Glasgow City Council  
STP  
East Ayrshire Council  
Violence Reduction Unit Scotland  
East Ayrshire Council  
Centrestage  
Corra Foundation  
The Robertson Trust  
Scottish Government  
Eskhill&Co.  
Community Land Scotland  
Thrive HQ  
West Calder & Harburn Community Development Trust  
Social Value Portal  
Highlands and Islands Enterprise

Nick Wilding  
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Scottish Government  
NESTA  
Planning Aid Scotland  
Scottish Towns Partnerships  
Corra Foundation  
Scottish Futures Trust  
Scottish Enterprise  
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Discussion of barriers and enablers of place-based working in Scotland.