



THE SURF AWARDS: LEARNING FROM SUCCESS

An outcomes report from a series of planned SURF workshops in 2020

SURF and the Scottish Government deliver the annual SURF Awards for Best Practice in Community Regeneration to identify and share examples of high impact in addressing social and economic problems in Scottish places.

In May of 2020, SURF arranged a series of shared learning workshop events with representatives of the [five category winning and shortlisted SURF Award initiatives](#) from the 2019 process. The goal of these events was to explore, in some depth, what transferable lessons these projects can offer to regeneration practitioners working in other sectors and geographies.

Due to the impacts of Covid-19, restrictions did not allow for these events to take place as planned. Instead each of the projects, and national agencies, provided a suite of materials detailing learning outcomes from their project.

This report presents a summary of the main outcomes from the shared materials for the four planned SURF Awards workshop events, and their respective themes:

- Achieving wider community regeneration outcomes through housing led approaches;
- Transferable lessons for place-based regeneration;
- Successful methods of supporting young people to overcome barriers to employment; and
- How can embedding artistic approaches enable communities to become agents for change?

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Introduction

The annual SURF Awards for Best Practice in Community Regeneration process is widely recognised as being the most prestigious awards in the broad regeneration scene in Scotland.

The purpose of the SURF Awards process is:

- To recognise and reward best practice;
- To promote and disseminate best practice across Scotland as means of sharing knowledge and experience and enhancing policy and practice;
- To highlight the role that regeneration projects and initiatives have in improving the wellbeing of individuals and communities.

2019 was the 21st year of the SURF Awards, and the 16th that it has been delivered in partnership with the Scottish Government.

Nominations to the 2019 SURF Awards were assessed by an independent panel of 20 expert judges drawn from national regeneration related organisations and community groups in Scotland. Working in teams, the judging panel members agreed category shortlists, made site visits to these shortlisted projects, and collaboratively selected winning projects.

The five category winning projects for the 2019 SURF Awards were:

- **Creative Regeneration:** [WHALE Arts](#)
- **Youth Employability:** [Achieving the Right Transferable Skills for Today's Job Market!](#)
- **Community Led Regeneration:** [Ochiltree Community Hub](#)
- **Scotland's Most Improved Place:** [Calton Barras](#)
- **Housing and Regeneration:** [Glenurquhart Care Project](#)

These winning projects were announced at a SURF Awards Presentation Dinner event in Glasgow in December 2019. The following year, SURF invited colleagues in all five winning projects to participate in a series of SURF Awards shared learning workshop events with regeneration practitioners from the SURF network.

The events were designed to explore and highlight the main factors that led to the success of the 2019 SURF Award winning initiatives that could potentially help initiatives in other contexts and places.

Due to the impacts of Covid-19, restrictions did not allow for these events to take place as planned. Instead each of the projects, and national agencies, provided a suite of materials detailing learning outcomes from their project.

The following sections of this report highlight the main learning outcomes from the shared materials for the following four themed events in the series:

- **Achieving wider community regeneration outcomes through housing led approaches** with Glenurquhart Care Project, Fraser Avenue Inverkeithing, Scottish Federation of Housing Associations and Urban Union. There was no formal presentation from Wheatley Group but information on the Shawbridge Street development is included.
- **Transferable lessons for place-based regeneration** with the Calton Barras, Ochiltree Community Hub, the Scottish Government Regeneration Team, Scotland's Towns Partnership and Highlands and Islands Enterprise.
- **Successful methods of supporting young people to overcome barriers to employment** with Achieving the Right Transferable Skills for Today's Job Market, Pathways Programme, Employment Safety Net, Skills Development Scotland and the Scottish Government Employability Team.
- **How can embedding artistic approaches enable communities to become agents for change?** with WHALE Arts, Inverness Creative Academy and The Glasgow Barons.

SURF is grateful to the Scottish Government for supporting the SURF Awards process. The 2019 SURF Awards process also benefited from the support of the following additional partners in the delivery of thematic categories: [Architecture & Design Scotland](#), [Creative Scotland](#), [Highlands & Islands Enterprise](#), [Scotland's Towns Partnership](#), and [Skills Development Scotland](#). Additional support for the workshop series was provided by the [Scottish Federation of Housing Associations](#).

Transferable Lessons

1) Achieving wider community regeneration outcomes through housing led approaches

With introductory presentations from SURF Award winning and shortlisted projects:

Glenurquhart Care Project and Fraser Avenue, Inverkeithing.

Additional details on Shawbridge Street are included.

Additional presentations were provided by the Scottish Federation of Housing Associations (SFHA) and Urban Union.

Presentations and materials can be found on the SURF Website: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

Presentation Summary: Fraser Avenue, Inverkeithing

Built in 1956 Fraser Avenue is an estate that was planned and built as part of the post-war public house building programme in Scotland. Once a linear, enclosed street comprising of 234 3-storey blocks of common access flats owned by Fife council.

Having a continuous frontage over such a long distance isolated Fraser Avenue from the wider community and created a “canyon” like feeling for those living there. Typical of many similar estates built at that time it has faced significant challenges in recent years.

The strong community spirit gave way to stigma from the wider community against those living on the estate. Despite that Fraser Avenue has been home to many families, some of which living on the estate their entire lives.



Despite the shortage of affordable housing in the Inverkeithing area, Fraser Avenue, which was classed in the 15% most deprived areas of Scotland, suffered from low demand/high turnover for many years. The flats were in poor condition and tenants suffered from severe condensation issues, deteriorating health issues and high fuel bills. As a result of these issues and concerns, the area containing Fraser Avenue, and the now redeveloped Barr Crescent, was designated an ‘Estate Action Area’ by Fife Council in 2004.

The community has been involved throughout all stages of the project and were instrumental in campaigning for the re-development of the estate. Although securing wider support to allow them to proceed with the project took many years.

A local group called the Inverkeithing Community Initiative began lobbying local elected members and Council Officers for a radical approach to address the problem. In 2011 Fife Council took the decision to carry out the full demolition and complete re-development of the estate by providing low rise, high quality affordable housing.

A development brief and Masterplan were developed in partnership with the community. The following key project objectives were agreed as a result:

- To facilitate a high quality, mixed tenure housing development;
- To promote high quality standards of planning and urban design; whilst creating a modern and attractive place to live;
- To promote tenant and community involvement in the design and decision making process;
- To provide a safe, secure and pleasant environment for all;
- To meet identified housing needs; and

- To relocate existing shops.

A timeline, spanning from 'Estate Action Area' designation in 2004 through to the completion of Phase 1, detailed key milestones achievements, such as Fife Council's decision to carry out full demolition and the approval of the Masterplan.

Fife Council appointed Kingdom Housing Association in March 2015 as the RSL Delivery Partner for the regeneration project following a competitive procurement process. Kingdom Housing Association built and now manage the new housing developed post demolition, which was carried out by Fife Council.

The Planning Permission in Principle (PPP) approval for the regeneration Masterplan, indicating the provision of 189 new homes, was received in 2016. Detailed planning approval for the first phase of demolition (74 flats) and new build (53 properties) was received in 2017.

Further detailed planning approval was received in 2018 for the provision of 3 new shops, which were required to enable the existing shops in the estate to be demolished to facilitate a complex rolling programme of demolition and new-build. Kingdom's subsidiary, Kingdom Initiatives, were appointed by Fife Council as the project manager for the delivery of these new shops.

In 2019 the new Phase 1 homes and shops were completed and occupied. This paved the way for the Phase 2 demolition works to commence.

Extensive community engagement established key design principles and a vision of what the reimagined Fraser Avenue might be. Driven by the housing needs of returning tenants, the Phase 1 housing mix comprises of general and particular needs (amenity and wheelchair standards) homes ranging in size from 2-6 bedrooms.

The new homes were allocated on a phased basis. Many tenants had never lived in any property other than a flat, meaning the project provided them with their first experience of living in a home with a back/front door and private garden. 53 new homes for social rent have been provided as part of the first phase of new-build.

Following a competitive tendering process Champion Homes were appointed as the main contractor for the new housing. All new homes comply with Building Regulations Silver Sustainability Standards, Gold Secured by Design Standard and Housing for Varying Needs. The total project cost for Phase 1 was £7.9million, made up of a Scottish Government grant of £4.3million and Kingdom private finance of £3.6million.

From October 2014 allocations ceased and the existing tenants were given the choice of either taking up alternative accommodation or to remain living in the estate, therefore becoming Kingdom tenants. Tenants who wanted to remain had to be decanted to facilitate the demolition/new-build programme. 44 returning tenants from the estate moved into the first phase of new housing.

Returning tenants were given the opportunity to choose their preferred ground floor layout along with some fixtures and fitting, such as front doors, kitchens, wall colours and shower screens. This approach allowed tenants to adopt a sense of ownership and create individuality in their new homes. A phased handover programme was agreed with Champion which resulted in the new homes being allocated from October 2018 through to the final completion date in March 2019.

A range of outcomes were delivered as part of the first phase of new housing. This included the relocation and enhancement of the existing shops into a prominent area within the wider community.

A range of creative activities took place to commemorate the re-development. A community memory project took place, detailing all stages of the regeneration process and stories of the old Fraser Avenue. These were published in a book which is located in the local library. Whilst an intergenerational textile project created material artwork to improve the appearance of the fencing around the building site.

The redevelopment has provided improved parking facilities for the wider community. Working in partnership Kingdom and Campion Homes delivered 2 construction academies, 13 work placements, 10 new jobs and 6 apprenticeships. Additional training and employment opportunities will be provided as part of the continuing phased construction programme to help enhance employability opportunities and promote life chances within the community.

Feedback has provided 100% overall resident satisfaction and the demolition and new-build site has improved the reputation of the area, breaking down stigma and increasing pride of place. A school partnership agreement with the local school enabled a range of events to be held, including Health and Safety Awareness workshops, site visits, a logo design competition and a pupil consultation on play equipment.

Following consultation a community led street naming exercise was carried out regarding the stigma surrounding the Fraser Avenue street name. The community unanimously agreed that a new name was required and the theme of the street names for Phase 1 should be based on Islands of the Forth. For example, Craigleith Avenue and Inchkeith Wynd.

Collaborative working with Architecture & Design Scotland produced a case study to share successes and lessons learned with others taking forward similar projects within the sector. A copy of the [report](#) can be found on Kingdom's website.

Kingdom hosted a Housing to 2040 Engagement Workshop, which was facilitated by the Scottish Government and Architecture & Design Scotland (ADS), and attended by Aileen Campbell MSP, Cabinet Secretary for Communities and Local Government. The interactive workshop was held to review and assess the Fraser Avenue regeneration project and the process applied, which included direct input from residents and tenants in the area. You can find a copy of the [final report](#) on the A&DS website, which provides a very positive assessment and is a good example of how Kingdom have implemented successful collaborative working to address many of the requirements of the Place Standard criteria, and the expectations identified in the Vision 2040 consultation documents.

Kingdom have commissioned a 2 year building performance study which is underway with Glasgow School of Art to establish as-built performance, help inform future design, drive continuous improvement and share good practice within the sector.

Further Information:

If you have any questions regarding the Fraser Avenue development please contact Julie Watson at Kingdom Housing Association (juliewatson@kha.scot).

www.kingdomhousing.org.uk

<https://www.kingdomhousing.org.uk/development/home/fraser-avenue-regeneration/>

Presentation Summary: [Glenurquhart Care Project](#)

Glenurquhart is located in the Highlands of Scotland, some 15 miles from Inverness. It is a rural community with the main village, Drumnadrochit. In 2000 the Glenurquhart Care Project (GCP) purpose-built community day care centre opened. Clients attending the centre are from Drumnadrochit and surrounding areas. GCP provide a transport service to and from the centre. In

2015 they embarked on their most ambitious project to date, building 12 community owned houses that are accessible and adaptable to the individual needs of residents.

At the very start of the journey, there was a discussion between the Community Council and Glenurquhart Care Project (GCP) about the best placed organisation to take on such an important project. After a series of discussions, GCP agreed that as the majority of the people who would benefit from these houses were likely to be older people that it was sensible that they should take on the delivery of the project.



Although best placed to deliver the new housing project, GCP's core role is the running of a day care service, not developing housing projects or finding funding to build them. Given their lack of experience in this field, GCP took the decision to appoint a Project Manager who could help guide them through this new journey from start to end, and who would make sure that they had the correct team in place to design, and then build the houses. The Project Manager would also be best placed to put together a funding package for the delivery of the project.

GCP recognised that overseeing this project would take a lot of time and would potentially present risk to the core organisation. To offset the potential risk, they took the decision to set up a subsidiary company to manage the project and make any required day to day decisions, leaving GCP free to run the day centre. This company had a separate team of directors.

There had been a great deal of community objection to new housing being built on the site, which formed part of a much larger housing development. GCP took the decision to carry out a community consultation to test whether or not people thought new housing for the elderly should be built on this site, and to gauge the level of demand for such houses. Additionally, GCP knew that funders would want to see evidence of demand for the housing, and so community consultation was key to assessing and demonstrating the level of demand.

As it turned out there was huge local enthusiasm for the project, and such was the interest that not long after the consultation was concluded GCP had to open a waiting list to note people who were interested in applying for a house when construction was complete.

GCP tried to keep the community involved throughout the process by setting up a Stakeholder Team made up of people from across the community, who had input to the design and also aesthetics such as the colour of the cladding and name of the street. This served to retain levels of engagement and community interest in the project.

Trying to find a 6 figure sum to realise a project through to construction can be a daunting task for a small charity. They started small by finding funding for the Project Manager post and then the design team. The key is to try and identify all potential funders and then systematically work your way through them. It helps if you have someone with prior knowledge of delivering similar projects and an understanding of what funders are looking for in terms of funding applications. Funders also like you to demonstrate commitment to the project by showing willingness to invest some of your own funds, if you have resource available.

GCP found that a key factor in generating funding is developing a coherent business plan to support your application. Funders will only invest if your project fits their funding criteria and are clear that

the project demonstrates financial sustainability. The business case needs to outline who is involved in the project and the experience they have, as well as outlining the vision and the benefits the project will bring. The financial model shows how the project will be financially sustainable into the future.

A business plan and financial model becomes more critical if you want to borrow funds. The financial model will show how the project will be able to pay back interest and capital repayment costs, giving the lender a sense of security that their investment is lower risk.

It is important to remember prior to committing to a project timescale that generating funding always takes longer than you think, so start early and spread the net wide.

GCP recommends developing a project programme, which identifies the key tasks, the order in which they will be carried out and how much time they will take. The trick is to identify what activities depend on each other and to ensure that time is built in to cater for things such as securing funding.

There will be a tendency to be optimistic with the programme. Unexpected things will always happen and you need to make provision for these, although you cannot always anticipate all eventualities, for example the impacts of Covid-19.

Whilst in development GCP found 4 bronze-age burial cists, which all had human remains in them. Ultimately GCP did not lose too much time to this and the capstones are now a feature in the landscaping.

At the start of a project the focus was all on the design process and getting the housing built, and on reflection maybe not enough time was given to considering how they would decide how the housing would eventually be allocated, and how the homes would be maintained going forward. It is really important to consider these things early on in the process. Will maintenance be done by one of your own staff or do you need to bring in outside help for this. It may be a combination of both but ensuring your new building is looked after is important.

The community wanted to make sure that the houses were allocated to people in the local area, and not opened up to the wider Highlands region. After all the aim of the project was to allow people to remain in their own community. The allocation policy meant that GCP had to think carefully about how to manage the houses. They considered becoming a registered social landlord but eventually this was ruled out due to the increased level of bureaucracy. They considered employing a Registered Social Landlord to manage the properties but they were unwilling to do this without an allocation policy. A solution was found in the development of a partnership with a private letting agent who manages the properties but at social rent levels.

Further Information:

If you have any questions regarding the Glenurquhart Care Project development please contact Nigel Fraser at the Glenurquhart Care Project (manager@glenurquhartcareproject.org).

www.glenurquhartcentre.org.uk

Project Summary: Shawbridge Street, Pollokshaws

Shawbridge Street provides 42 high quality, affordable homes within a strategically significant Transformational Regeneration Area. The development accommodates a wide range of needs within a holistically designed development that re-establishes the historic street pattern and urban grain.

Pollokshaws Parish Church was historically located on 'Shawholme Street' which ran parallel to Shawbridge Street. This street pattern was disrupted through the comprehensive redevelopment of the area during the 1970's and the Church building was hidden from view amongst multi-storey flats. Similar clearance happened across the area however the, predominantly high rise, housing became unsustainable and suffered from high running costs and low demand. The Pollokshaws TRA was established to undertake the housing-led regeneration of the area, unlock infrastructure and deliver wider social and economic outcomes.



The project was delivered by Loretto Housing Association, part of the Wheatley Group, and provides general needs, supported and amenity accommodation for social rent. Loretto engaged with a wide range of stakeholders, including the Social Work department and specialist internal teams to ensure the new homes are suitable for the range of needs incorporated and to facilitate independent living as far as possible. The project has also created a new civic square in front of the historic Pollokshaws Parish Church building, which has been hidden from view since the comprehensive redevelopment of the area during the 1970s. The congregation were engaged in the design of the new square. During the 1970's redevelopment, the Auldfield Church bell was removed from the area. The local community suggested the bell be re-housed at the new public square and this was facilitated by the project team and contractor in time for the community carnival in June 2019.

The project provides new affordable homes for a wide range of residents in a sensitively designed, tenure and needs neutral, development. Twenty flats have been designed around a central deck access and lift, providing level access for amenity use. The front of the block provides an urban façade at a tenemental scale, re-establishing Shawbridge Street as the principal thoroughfare of the area. The rear of the block is sheltered and more private in nature with the wide deck access forming communal amenity space that encourages social interaction.

Residents are enjoying using and personalising the space, making it even more attractive with café tables, chairs and planted tubs. This contributes to a strong sense of ownership and enhances the possibilities for neighbour interaction. Two family homes and four supported cottage flats have been integrated with the design of the remaining sixteen general needs flats. Two of the cottage flats have been designed for wheelchair accessibility, whilst all have a second bedroom with separate en-suite to facilitate overnight support staff. All of the new homes are compliant with Housing for Varying Needs.

The main facade contributes to the urban character of Shawbridge Street and also frames the new civic square at Pollokshaws Parish Church, establishing an important new public space within the area. Recessed balconies on the corner of the block widen sightlines to the square and animate the public space.

Given the wide range of needs accommodated within Shawbridge Street, the Wheatley Group development team liaised with a number of specialist internal and external stakeholders, as well as a local regeneration forum, to ensure the design provided suitable accommodation to transform the lives of the residents and respond to local need.

The development and housing teams engaged with the Housing Options for Older People team through the development process, resulting in four of the amenity flats being allocated and

managed for residents requiring increased care provision. Four tenants, who were in or had been recently released from hospital, moved into new and suitable accommodation with appropriate care packages in place. In addition to improving the quality of life for residents, the new homes also relieve pressure on the NHS.

Representatives from Glasgow City Council's Social Work department were consulted on the design of the development and provided practical input and expert advice, utilising the knowledge of those providing care services. This included consideration of the back court, including the most appropriate positioning of drying locations, cycle storage and access points in order to most appropriately serve residents with sensitive needs.

The architect, development team and social work officers also undertook a joint review of floorplans and kitchen layouts to ensure the design meets the needs of residents and care workers, making life easy and facilitating independence as far as possible. Kitchens and bathrooms have been designed to accommodate adaptations, with minimal disruption, if required in the future.

The project is located within the Pollokshaws Transformational Regeneration Area (TRA), one of eight priority regeneration areas across Glasgow that is being managed by Transforming Communities: Glasgow, a partnership between Glasgow Housing Association (also part of Wheatley Group), Glasgow City Council and the Scottish Government. The project team engaged with the TRA Local Delivery Group (LDG), which comprises the TRA partners, local Councillors, local residents, community groups and other organisations delivering activities within the TRA.

The LDG meets monthly and provides a forum for local residents and community organisations to engage with the regeneration process and obtain information about proposals and progress to disseminate. The LDG was updated throughout the project from inception to completion.

Through discussions around the formation of a new civic square the LDG identified an opportunity to return the Auldfield Church bell to the area. The bell had been removed when the church was demolished in the 1970's and temporarily housed in the People's Palace, before being moved again to Springburn Park. Wheatley Group worked alongside the LDG and Councillors to relocate the bell back to Pollokshaws. A new structure was created at the centre of the square and the bell refurbished to take pride of place at this important new civic space.

The development was originally progressed on a stand-alone basis but adjacent properties have since become vacant and been assembled by the Wheatley Group. The final plot is now being acquired to establish an adjacent development opportunity that will frame the other edge of the civic square. The development has therefore served as a catalyst for the wider redevelopment of Shawbridge Street and the promotion of a solid urban design framework from which future development will take guidance. In addition to the physical objectives delivered by the project, the contractor, CCG, delivered 2 apprenticeships, 3 work placements and created 4 new jobs through the contract which supports the socio-economic regeneration aims of TC:G.

Shawbridge Street has been developed to Silver Standards (Aspects 1 and 2) of the Scottish Building Regulations, providing residents with warm and efficient homes that benefit from low running costs. In addition, photovoltaic panels supply common areas and lifts with renewable energy which reduces the carbon footprint of the development and assists further with running costs. Off-site manufacture and modern methods of construction facilitated faster construction and reduced waste, thereby minimising the environmental impact of the project. Construction materials and methods were selected to reduce greenhouse gas emissions. Information packs at handover also included energy savings advice.

Residents at Shawbridge Street benefit from the 'Wheatley 360' housing service which includes, for example, welfare and fuel advice and access to a wide range of support services. The new civic square, common closes and backcourt areas will be maintained by Wheatley Group's in-house Neighbourhood Environmental Team, providing further employability and training opportunities for tenants through the 'Changing Lives' initiative.

Further Information:

If you have any questions regarding the Shawbridge Street development please contact Kevin Chavner at Wheatley Group (kevin.chavner@wheatleygroup.com).

www.lorettoha.co.uk/aboutus/media/latestnews/geraldinewshawbridgehome

Presentation Summary: [Scottish Federation of Housing Associations \(SFHA\)](#)

SFHA noted that it was great to see shortlisting for two developments from SFHA members: Fraser Avenue in Inverkeithing (Kingdom Housing Association) and Shawbridge Street in Pollokshaws (Wheatley Group).

Both developments are fantastic examples of what has been delivered through the Affordable Housing Supply Programme (AHSP) in the last five years. The Inverkeithing development was commended by the Cabinet Secretary, Aileen Campbell, as part of a panel discussion hosted by the Joseph Rowntree Foundation (JRF) and SFHA at last year's SNP Conference. This panel discussed the successes of the current AHSP and the need for continued investment in affordable housing in Scotland, and more importantly, progress its positive impact on a wide range of economic, social and environmental outcomes.

In 2015, SFHA and partners Shelter Scotland and CIH Scotland commissioned a report into affordable housing need in Scotland. This report found that 60,000 additional affordable homes would be needed in Scotland between 2016-2021.

The Scottish Government partially accepted this recommendation, committing £3.4bn to an Affordable Housing Supply Programme of 50,000 new homes to be built over the course of the current parliament. 35,000 of these homes were to be for social rent. The signs were that the programme was on track to meet this target, but then Covid-19 hit.

Before the current pandemic, SFHA's lobbying activity was focused on gaining a commitment to another AHSP. In support of this, and working with Shelter and CIH again, they commissioned the same research team to look at where we are now in terms of affordable housing need in Scotland. Published in June, this repeat exercise found that 53k additional affordable homes are needed to address both the backlog of housing need in Scotland as well as newly arising need.

The report finds that progress, since 2015, in affordable housing supply needs to continue between 2021-2026 to meet the needs of existing households living in inadequate accommodation and to support household growth. While progress has been positive, if the Scottish Government is to genuinely meet affordable housing need then this is not the time for complacency. Rather, recent progress represents an opportunity to further accelerate affordable housing provision in addressing the still significant need for affordable housing.

The homes that have been built in the last five years aren't just bricks and mortar; they represent real economic, social and environmental change. For example, the current AHSP has supported 10,000–12,000 jobs in the construction and related industries in Scotland, and leveraged economic output of £1.4 billion per year.

In 2019, research by the Joseph Rowntree Foundation found that poverty levels are significantly lower in Scotland, compared to the rest of the UK, due to lower housing costs, particularly in the social rented sector. Additionally, as social landlords are held to higher targets around energy efficiency, the homes they have built are among the most energy efficient in the country. While the new research was carried out pre-Covid, its findings have only been sharpened by the current situation we find ourselves in. How different might things have been if we were all weathering the crisis in adequate and affordable housing?

The new research will form one of SFHA's key asks of the next Scottish Government, and all political parties, as we move into another election period: commit to another AHSP of 53k additional affordable homes in Scotland between 2021-26. In the current situation, this commitment would not only ensure we all have access to affordable housing, but the commitment to another housebuilding programme would also clearly be significant for our economic recovery from Covid-19.

While SFHA are calling for the majority of this target to be met through new development, they are also clear on the important role of bringing existing stock back into use, for example by investing in retrofit of tenemental stock. SFHA is a founder member of the Existing Homes Alliance Scotland and as such, is supportive of the ask around existing stock.

One criticism of the current AHSP, as noted in Audit Scotland's recent report, is that it was not set up in a way in which it's economic and social impact (and value for money) can be easily measured. There are also questions over the use of a set target, which risks a focus on quantity over quality. SFHA support the setting of a further target however, as they are of the opinion that it is useful to have this to work towards.

SFHA are also working with members and partners, including CaCHE, on a study of the social and economic impact of housing associations in Scotland, [published late summer 2020](#).

SFHA are clear that the next target must be a more finely grained one which delivers great homes in great places and contributes towards key National Performance Framework outcomes, including those around place, wellbeing and the environment. In essence: delivering SURF Awards winners of the future!

Update provided by Stacey Dingwall of SFHA.

<https://www.sfha.co.uk>

Presentation Summary: Urban Union

Urban Union is a company that regenerates urban areas across Scotland. Founded in 2011, it creates revitalised communities through building new, high quality, affordable homes.

Each of our projects is meticulously designed with the local community at the forefront. Their contemporary new homes are situated in close proximity to transport links, shops, schools and improved services and amenities resulting in a flourishing and positive community for everyone in the area.

Urban Union cares about the future of Scotland and aims to ensure each project delivers sustainable long-term benefits to the new, as well as surrounding neighbourhoods. Job and training opportunities ensure the community will continue to benefit from these projects for years to come.

Urban Union delivers large-scale, housing-led regeneration projects across Scotland. At the heart of their award-winning approach is an unrivalled commitment to regenerating communities, not simply building new homes.

By working in partnership with local authorities, housing associations and residents, Urban Union focus on bringing long-term, sustainable benefits that make a real difference to the areas they work in.

Designed with modern living in mind their high-quality, affordable homes are available at Pennywell Living in Edinburgh; Laurieston Living; Pollokshaws Living in Glasgow; and Muirton Living in Perth. Urban Union is dedicated to ensuring opportunities for people living in the communities where it operates, supporting targeted recruitment and providing training opportunities.

Urban Union is part of Robertson, one of the largest family-owned construction, infrastructure and support services businesses in the UK. For over 50 years their sustainable growth has enabled them to invest in Urban Union's business, the future of people and communities, and to deliver on major projects, housing schemes and facilities management for customers nationally. Ultimately, Urban Union's approach is about making progress safely towards a sustainable future. It's the Robertson Way.

Update provided by Neil McKay at Urban Union.

<https://www.urbanunionltd.co.uk/>

All presentations and materials for the above workshop are available on the SURF Website at: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

2) Transferable lessons for place-based regeneration

With introductory presentations from SURF Award winning projects:

Calton Barras (Scotland's Most Improved Place) and Ochiltree Community Hub (Community Led Regeneration).

Additional presentations were provided by the Scottish Government Regeneration Team, Scotland's Towns Partnership and Highlands and Islands Enterprise.

Presentations and materials can be found on the SURF Website: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

Presentation Summary: Calton Barras

Located between Glasgow city centre and the city's east end, the Calton Barras area has suffered from a range of problems including deprivation, inadequate urban connectivity and poor environment quality. Over the last ten years, Glasgow City Council, in consultation with local residents, traders and other stakeholders, have worked to respond to these challenges through a series of strategies and action plans, including the 2009 East End Local Development Strategy, the

2012 Calton Barras Action Plan and the 2016 Barras Masterplan. The consultations highlighted that the area's desirable location was being significantly outweighed by the fragmentations and disconnections caused by the existing infrastructure arrangements, a surplus of vacant and derelict



land, and a general lack of identity. An asset-based, placemaking approach has informed the strategic responses and have led to a targeted investment programme of practical improvements.

The Strategy was driven by a concerted effort to engage with local residents and reflect their aspirations in the emerging strategy. A community Street Audit was undertaken with support from Living Streets Scotland which identified a number of issues from the perspective of local experts. This Street Audit was then supplemented by a number of engagement events to engage with all local stakeholders, including business owners, stall-holders and local residents. This commitment to engagement has been retained across the life of the project with further project specific events organised as required. The outcomes of the engagement process were then combined with our own analysis to develop the Calton Area Development Framework which was approved by the Council in 2012.

The Strategy was driven by a concerted effort to engage with local residents and reflect their aspirations in the emerging strategy. A community Street Audit was undertaken with support from Living Streets Scotland which identified a number of issues from the

The ADF set out a framework for the regeneration of the Calton area, with a particular focus on the revitalisation of the Barras market at the heart of the area. Other priorities included; to build on existing assets and create a place where people can live healthily; to attract investment to and stimulate development interest in vacant land and buildings; to repair the urban fabric and improve links with adjacent neighbourhoods; to strengthen the role of Bain Square as a neighbourhood centre; and to promote the development of a walkable, well-connected and accessible neighbourhood by improving routes and gateways into the area, maintaining a network of linked streets and open spaces.

In order to support the delivery of the ADF, a supporting Action Plan was developed, setting out in detail how the aims of the ADF were to be delivered. This helped to secure £3.5m in capital funding from the City Council and a further £1.4m in funding from the Scottish Government's Regeneration Capital Grant Fund to deliver the Action Plan across a 5 year period.

The key projects identified were; Barrowland Park; Barras Shopfront Improvement Scheme; Barras Vacant Floorspace Grant Fund; Environmental Improvements; and Barras Masterplan.

The ADF and Calton Barras Action Plan (CBAP) identified a number of sites across the area to be improved in the run up to the 2014 Commonwealth Games, and for the longer term, either through permanent or temporary works to improve these key spaces. The largest of these spaces was the temporary Barrowland Park, which included the iconic Album Path, designed by artist Jim Lambie, and incorporated within the wider reimagining of a long-term vacant and derelict development site. The introduction of public art into these sites was also a key aspect of the project, supported by the Velocity project, an arts programme linked to Glasgow 2014.

The Action Plan also introduced grants for shopfront improvements. The grants were offered to cover 100% of the costs of the identified works. Initially the intention had been to focus on premises on the key routes to the Commonwealth Games venues, but after input from local traders and stakeholders this programme was expanded to all retail and commercial units in the Action Plan area. In total almost 80 properties benefitted from this programme.

Perhaps the most significant element of the project was the Vacant and Underused Floorspace Grant Scheme. This was a challenging, but necessary, intervention in an area of the city where the free market was unlikely to intervene to offer the finance required to bring back sites into active use, or support the development of existing uses, to bring increased activity and vibrancy to the area 7 days a week. The grant scheme offered deficit funding to support 6 projects in total, 2 of which were vacant listed buildings which had fallen into disrepair, and contributed to the overall blight evident in the community. The supported listed building projects were in turn able to attract additional match funding from the Glasgow Building Preservation Trust. The projects were delivered in partnership with the building owners and tenant organisations and would not have come to fruition without their investment and commitment to the area.

The 6 projects supported were:

- BAaD
- BAaD 2 (a new build extension of the existing premises)
- St Luke's
- Many Studios
- The Pipe Factory
- 233 London Road

BAaD (Barras Art and Design) and BaAD 2, two of the supported Floorspace Grant Scheme projects, now incorporates a bar/restaurant, a gin distiller, commercial units, office space and a live events space, as well as a large outdoor events space (the Back Yard). The owner of this site continues to invest in the area and has been a key partner in the delivery of the Action Plan since its inception.

St Luke's and the Winged Ox was another project supported by the Floorspace Grant Scheme. A former church, the listed building now hosts a bar restaurant and a live venue space which can host a wide variety of events, from live music and arts events to weddings and other celebrations. Again the project was driven by the investment and commitment of entrepreneurs, willing to commit to investing in this part of the city. The grant scheme enabled these projects to become a reality. The public space at the front of the building (Bain Square) was also redeveloped as part of the Action Plan. The other projects supported have delivered artists' studios and event spaces (Many Studios and the Pipe Factory) and market, learning and café space (233 London Road).

The Action Plan also identified the need for a more detailed Masterplan to develop more detailed design guidance for the Barras, particularly in relation to the planned investment in the public realm. This was completed in 2016 by Willie Miller Urban Design and subsequently approved by the City Council. Like other elements of the project, the Masterplan was developed in consultation with local stakeholders.

The key recommendations of the Masterplan included:

- Regeneration of the Barras;
- Junction narrowing to create safe and direct crossings;
- New pedestrian friendly space outside Barrowland Ballroom;
- Upgrade the quality of street surfaces and introduce CCTV and new lighting;
- Measures to control vehicular access whilst markets are operating; and
- Refresh/refurbish public realm and the Barras 'gateway' features.

Local residents and business users were clear that the materials to be used were to be of the highest quality, matching the quality of materials and the standard of new lighting and CCTV fixtures used in the City Centre. This has been achieved. The lighting and CCTV introduced as part of this project was

identified as a requirement very early on in the process to address concerns over perceptions of public safety in the area.

Phase 2 of the public realm improvements is focused on the key arterial routes connecting the Barras to the City Centre (Gallowgate and London Road). This phase is currently onsite, although progress has been hampered by the current situation with construction activity temporarily halted. This was due to resume in July.

This project is being delivered as part of the Glasgow City Deal and has also been supported by funding from Sustrans. Public consultation events were arranged to help shape the design and delivery of these projects, with a strong focus on improving the environment for pedestrians and cyclists, and the creation of additional space to support the overarching aims of the Action Plan.

Glasgow City Council were also able to support a Stalled Spaces grant scheme for the Barras, based on the successful city-wide programme which invited bids from local organisations to enhance the local environment. This supported a number of small projects, including new artworks, temporary events and façade improvements.

The intention was always to develop a project which would be sustainable in the longer term, creating the conditions which would encourage ongoing investment and improvement in the area. This is reflected in the number of new businesses and creative organisations who have continued to invest in this part of the city. In addition the Action Plan meant that this area was well placed to secure further investment as part of the Glasgow City Region City Deal. This secures almost £30m of further investment in key infrastructure to unlock development sites, improve transport infrastructure and deliver new homes and business investment in the surrounding area.

Ongoing investment activity in the wider area around the Calton Barras, includes:

- The Meat Market site (mixed use, residential and commercial);
- High Street Station enhancement;
- The City Innovation District, linked to the University of Strathclyde;
- Housing Investment Sites; and
- Collegelands (mixed use, student accommodation, hotel and commercial).

Further Information:

If you have any questions regarding the Calton Barras development please contact Michael Ward at Glasgow City Council (michael.ward@drs.glasgow.gov.uk).

www.glasgow.gov.uk/article/18302/PlanningRegenerationAreas

Presentation Summary: [Ochiltree Community Hub](#)

In May 2013 East Ayrshire Council announced that the existing community centre and library were to close in Ochiltree, at that time a group of concerned citizens completed a survey which was hand delivered to every home asking if they would wish to own and run their own facilities, a resounding yes was the result, very importantly “a result from the community”.

Becoming a charity in October 2014 was key to being seen as a responsible organisation. To begin with they were looking for £1.1m in funding investment, this figure clearly demonstrated their naivety or lack of experience, as the final build cost was £1.831m.

From October 2014 the OCH challenged itself with three objectives to be achieved before the end of March 2015. To have 100 registered members, apply to East Ayrshire Council for asset transfer of the site in Ochiltree, and apply to Big Lottery for £1m. The Hub achieved two of their three goals, and were unsuccessful with their application for £1m. The Lottery in their reply told the group that they were not yet ready, and looking back now they agree that the Lottery were correct, and that they had so much more to learn.



There were a few significant events through 2015 and 2016, including receiving their first capital build funding award of £40k and signing an MOU with the Princes Foundation for Building Community, before receiving £35k from the Scottish Land Fund to purchase the asset transfer site in the village from East Ayrshire Council. That brought their total funding at the end of 2016 to £175k.

The Princes Foundation for Building Community gave the Trustees much needed advice and guidance on what lay ahead in their journey, although the PFBC did not fund the Hub directly, the group will always be grateful for their guidance and direction when it was really required. The MOU was closed in April 2017.

2017 was key for the Ochiltree Community Hub, from appointing a Design Team through Public Contracts Scotland to being funded to a total of £1.360m. The Hub Trustees were always of the view that if they did not receive Lottery funding for their vision then it would not be achieved. You can only imagine the joy and relief on being told that the Lottery had granted them £959k towards capital and revenue costs, the largest funding grant by the Lottery at that time.

In March 2018 the Hub's total capital build budget was reached through a grant from the Scottish Government Regeneration Capital Grant Fund, a total of £1.831m.

In June 2018, Ashleigh (Scotland) Ltd were appointed as the Hub's main contractor, legally completing the asset transfer from East Ayrshire Council and making the OCH owners of the site in Ochiltree, and importantly receiving the VAT status of the build from HMRC. The challenges of achieving the budget build cost, completing asset transfer, receiving the VAT, status alongside the build warrant being granted, allowed the OCH Trustees to appoint their contractor and commence build on the 18th July 2018.

With the build started you would think Trustees would now be in the position to sit back and look forward to completion in June 2019, no such luck. They were involved in weekly or monthly site meeting, where cost and quality were constantly monitored, discussions around fixtures and fitting purchases and processes and procedures required to run a business professionally.

This is where the OCH had an advantage and would recommend any organisation looking to follow the OCH to have your own build cost and quality consultant. The OCH had Tom, one of the Trustees, onsite every day during the build querying cost and quality. Tom's actions saved the OCH £80k on the build cost and ensured, in collaboration with the contractor, a quality build under cost.

The weekend of June 28th/29th 2019 was the Hub's open day for the community to come in and see what had been achieved for them, the Trustees were adamant that the first visitors through the doors would be the community. The Hub opened on the 29th July 2019.

The Hub has come a significant way since opening in July 2019, to achieving the objective of becoming self-sustaining and operating as a Hub for the community. They are heading towards a café turnover of £70k against a budget of £22k, and received 178 room hires and 23 event bookings before the end of 2019.

Covid-19 for the Hub, as well as every third sector organisation, has thrown a number of extra challenges, however they are challenges that the OCH will meet in the same way they have done over the last six years, through working together for the community.

The OCH noted a number of challenges they faced in achieving their goal of a community owned hub, which delivers for the community.

Lottery Funding - The Hub Trustees were always of the opinion that if the project were not funded by the Lottery the project would not become a reality. After being rejected in early 2015, but told that the project had merit and that the OCH were not ready, the Trustees decided that they needed professional guidance and made an approach to the Princes Foundation for Building Community. Through an MOU the Trust gave them the confidence to move forward in demonstrating need, creating a business plan and understanding a build project before re-applying to Lottery in 2017. The lesson from this challenge was to understand the need and positive outcomes for the wider community of building this facility.

HMRC and VAT Liability on the Build - The Trustees had conflicting professional advice on the VAT that they would pay on the build, from zero to many thousands of pounds. The decision was taken to write to HMRC directly, which resulted in the OCH paying 20% VAT on 51m2 of the building at 416.97m2. The lesson from this challenge is to engage early in your process, government agencies move slowly.

Dealing with Utilities: Gas, Electricity, Water and Telephone - This is not specifically a contractor issue. The OCH had to agree contracts for the above, which was not as easy as it sounds when you deal with a different person in every contact made, and have to explain your issue again and again. Scottish Water were within a couple of days of stopping the build after having agreed the architect's plans previously. The lesson from this challenge is to ensure you retain all correspondence and have a Trustee who will not give up on demanding a proper professional service.

The Build and Cost Control: The main lesson learnt is to have a consultant on your side looking at every invoice, every part of the build, ensuring that the contractor is carrying out what the plan says, no more no less. This will save time and money. Whoever they may be they must be your person.

The Job is Only Beginning: Thinking that once the build is complete the job is over, think again, the Ochiltree Community Hub Trustees were contributing 600ish hours per month during the build phase, now with the Hub is open they are contributing 1200ish hours per month. Lesson learnt, succession is the key to future success, don't put it off.

Further Information:

If you have any questions regarding the Ochiltree Community Hub please contact Kirsty Fowler at the Hub (manager@ochiltreehub.com).

www.ochiltreehub.com

Presentation Summary: [Scottish Government – Place-Based Regeneration](#)

Place is significant in our lives. It has shaped who we are, frames what we have become, and nurtures our aspirations. It is where we find the people and communities that are important to our sense of belonging.

When something is done in a place it changes people's lives. So, how do we make sure that anything done in a place takes account of all the people in that place? The Place Principle simply states that we need to work collaboratively, work with communities, work with everything at our disposal, and work towards the most relevant outcomes for that place.

Making change happen at scale is complicated and difficult. So, how do we ensure that individual decisions contribute to the best shared outcomes? Looking at change in the context of a specific place, its communities and partners, provides a more manageable setting to engage with competing narratives. A place-based approach grounded in real lives.

Place provides policymakers and decision takers with a common framework for action within which relevant choices can be identified, options considered, and change implemented across diverse sectors and policy areas.

Place gives meaning to our geography, agency to our communities, and frames how we choose to reflect our national values and priorities. At its heart our summary proposition is to develop, embed and promote: 'Scotland's place-based approach to an inclusive net zero carbon economy'

The approach to place is informed by the following pragmatic principles:

- Engage with lived experiences and opportunities on the ground;
- Develop an authentic shared purpose and will to act;
- Provoke relevant solutions at a relevant scale;
- Pull together diverse resources for shared outcomes;
- Exploit the potential of current systems and permissions; and
- Forge collective leadership and anchor collaborations.

There are five key elements needed to deliver this place-based approach:

1. Mechanism for Change

Understanding how measures to address outcomes for individuals, communities, organisations, and policy themes can be brought together at a place level to deliver change.

2. Core Components

Underpinning the Place Principle with three core products, utilising existing knowledge, techniques and tools:

- A Place Brief – a statement of intent for what needs to change;
- A Place Programme – a route map for how to make things happen; and
- Both of these informed by Place Diagrams of where things need to happen.

3. Essential Questions

A simple set of core questions providing a consistent basis for local action and for regional and national assurance and prioritisation:

- Place Brief
 - What kind of place is this?
 - Why does it need to change?
 - What should the future be?

- Place Programme
 - What are our objectives?
 - How should we organise?
 - What's the plan?

4. Programme Oversight

A governance structure which ensures that stakeholder engagement and the assurance of funding or policy bodies are protected and reflected both at the programme or partnership board level and at key stages within the change process.

The impact of adopting a place based approach across Scotland should be a new narrative, involving:

- Collaboration is an everyday reality;
- Increased scale and pace of change;
- Local resources targeted at the most relevant outcomes;
- Each place is successful in its own way; and
- The Place Principle implemented across Scotland.

Town Centre Funds are enabling local authorities to stimulate a range of investments which encourage town centres to diversify and flourish. Local authorities have received all funding and are taking forward innovative, exciting projects which will make transformative improvements to town centres across Scotland. SG extended the expenditure and completions for the fund to March 2021 and September 2021 respectively.

Regeneration Capital Grant Funds are supporting locally developed place-based regeneration projects that involve local communities, helping to support and create jobs, and build sustainable communities.

The Vacant and Derelict Land Fund has seen £7.605m allocated to the five local authorities in Scotland with the greatest extent of vacant and derelict land and levels of deprivation. The fund is used to stimulate economic growth, create jobs, promote environmental justice and improved quality of life, and support communities to flourish and tackle inequalities.

The Supporting Communities Fund is for local community groups supporting all people in their communities impacted by Covid-19. The SG are supporting charities, voluntary organisations, housing associations, development trusts and social enterprises to deliver a range of essential services to our most vulnerable people.

The Towns and Business Improvement Districts (BIDs) Resilience & Recovery Fund of up to £2 million is being provided from the Supporting Communities Fund to build on the £1 million BIDs Resilience Fund. It is financing recovery projects as well as looking forward to renewal, such as digital markets and virtual high streets, online local jobs and volunteering platforms, open for business guides and maps, and physical distancing street markers and one way systems

The Town Centre Action Plan Review was setup to consider the impact and lessons from the TCAP. Chaired by Professor Leigh Sparks, it will produce a summary review of the Action Plan, shape a vision for the future of Scotland's towns and make recommendations to turn that vision into reality. It aims to strengthen the contribution of local town centres to our national economic, social, and

environmental future, realising the benefits from community wealth building and regional investment.

An Our Place Website is in development. A collaboratively developed place website designed to advocate for place-based approaches, support the next iterations of the place standard, and, provide illustrations of local place based working that provide understanding and knowledge of what works that may be transferable to other settings and circumstances.

Update provided by Iain Murray at the Scottish Government.

<https://www.gov.scot/publications/place-principle-introduction/>

Presentation Summary: [Scotland's Towns Partnership \(STP\)](#)

Scotland's Towns Partnership focus on structural challenges to towns as well as national and local factors. They have a focus on supporting the re-imagining of towns for a new age where retail is not a strong component in High Streets anymore.

Towns face a psychological blow when shops or schools close in a community. They find ways of making things work though, finding alternative ways of providing services and resources. With the current 'death of the High Street' there is a need to ask ourselves what are we going to do next? What are the alternative uses for the High Street? Where do we start? Each town has its own complexities.

STP was formed following the Fraser Review to deliver a Town Centre Development Plan and the Town Centre First Principle, which looks to deliver enterprising communities with vibrant local economies. It encourages proactive planning with accessible public services. Creating digital towns with an attractive town centre living offer.

STP provides a central portal with resources, tools and best practice examples via an interactive website. They act as a broker for town centre issues, such as the closure of shopping centres and amenities.

Towns have to look at and future proof for issues such as; an aging demographic, carbon related issues and changing consumer trends. The STP website provides the Understanding Scotland's Places tool to compare towns with similar characteristics, demographics etc. so as to not compare apples and pears.

Scotland's Improvement Districts, the new version of Business Improvement Districts, focuses on three additional strands, Community, Corporate and Public, not just about business. Engaging with partners across all sectors and allowing for the development of a variety of Improvement Districts to be established. Examples include; an Island Improvement District in Bute and Aberdeen Inspired, which is focussed on creativity and the arts.

Update provided by Phil Prentice at Scotland's Towns Partnership and Scotland's Improvement Districts.

<https://www.scotlandstowns.org/>

<https://improvementdistricts.scot/>

Presentation Summary: [Highlands and Islands Enterprise \(HIE\)](#)

HIE's current focus is the economic and social recovery of the region, from the impact of Covid-19 restrictions. A step through their strategies, frameworks and areas of work are outlined in, however, it is perhaps simplest to say HIE's prioritisation is all centred on Recovery.

The Highlands and Islands stretches from Shetland in the north, to the Kintyre peninsula in the south, and from the Outer Hebrides in the west to Moray in the east. It accounts for just over half of Scotland's landmass, but less than 10% of its population. The region has a complex geography, incorporating the UK's highest mountains, a fjord-like coastline, and around 100 inhabited islands.

Of the population of almost 470,000 in 2018, 62% live in remote areas; 23% in large settlements (13% in Inverness, the only city); and around a fifth on islands. The region has the lowest population density in the UK, and one of the lowest in Europe. HIE considers some parts of their region as fragile and these are those where the population density is lowest: Argyll and the Islands; Lochaber, Skye and Wester Ross; Outer Hebrides; Caithness and Sutherland.

Looking at the Social Enterprise Census 2019 figures for the Highlands and Islands, which involved 1200 across Scotland responses, plus other desk research. The key messages coming through on review of the figures are:

- There's a consistent rate of growth in the number of social enterprises in both the Highlands and Islands and South of Scotland regions over the past four years.
- The number of people employed in social enterprise in these areas has increased slightly to around 10,400.
- Social enterprise sector for the Highlands and Islands, generated £320m in annual income and was valued at a net worth of £548m.

HIE have been supporting communities for 50 years. There is a lot of place-based working already taking place across the HIE region, they just don't call it that. It is just how they work and are not too hung up on the terminology. HIE's role is to support and nurture this work and to promote multi-partnership working.

HIE's Strengthening Communities activities are supporting the growth of the social enterprise sector and assisting communities, particularly in remote and rural areas, to make a significant contribution to place-based development. Support includes:

- Client Engagement and Development;
- Communities Infrastructure; and
- Eight area-based Strengthening Communities teams.

Strengthening Communities activity sits at the very heart of this organisation. Everything they do, whether working with mainstream businesses, social enterprises, community enterprises, whole communities or other public sector bodies, is all about ensuring that communities across the Highlands and Islands are supported to become sustainable and resilient. This holistic and placed-based approach is delivered through HIE's area offices based across the Highlands and Islands.

In this pressured funding landscape, working with social enterprises, communities, partner organisations and stakeholders is key to how HIE support the sector to enable it to be resilient, sustainable and to grow.

HIE's approach is 3 fold; they will continue to **invest** in building community capacity, **empower** communities to acquire and manage assets and **enable** sustainable growth in the social economy.

They have developed a Social Enterprise Capacity Ladder. An internal mechanism to begin to measure progress and capacity which HIE will then work to evolve. This approach helps them to work with partners in the ecosystem so all partners and agencies can provide the right support and at the right time.

The following information details some of HIE's place focused and social enterprise programmes at work. These programmes have been refocused to deliver in line with the Covid response.

Scottish Land Fund II – 2012-16:

- £10.2m approved through Scottish Land Fund
- 54 applications approved
- 90,000 additional acres of land coming under community ownership

Scottish Land Fund III – 2016-2020

- Fund value trebled to £10m p.a.
- Fund extends to the whole of Scotland, including urban areas
- Fund includes capital and revenue support, as well as dedicated case officer support for applicants
- SLF advisers based in Inverness, Glasgow, Auchtertyre, Argyll and Golspie

The Isle of Rum Community Trust (IRCT) is seeking to reverse population decline on the inner Hebridean Island through the construction of four new eco-homes to rent for new residents. They are building four south-facing houses, which will have solar roof panels, high levels of insulation and a wood stove for additional heating. The Community Trust have been able to do this because they have had ownership of the land and assets in and around Kinloch village since 2010 when they were transferred from Scottish Natural Heritage. Resourcing and building homes within tiny, remote, island communities, such as Rum, brings its own unique challenges. Construction costs alone can be at least 30% higher than on the adjacent mainland. Subsequent maintenance costs will also be significantly higher. It is therefore essential to build to the highest eco-standard that is practical to ensure long-term sustainability. These new houses will provide capacity for people to come to Rum to help grow and develop the community.

For communities seeking to replicate this Rum success, there are a number of key elements that have made this project possible.

1. Finding a major funder. This community used the Scottish Government's Rural and Islands Housing Fund.
2. IRCT have worked for a number of years with commercial fish farm company, Mowi, towards supporting the location of a major fish farm off the island. This partnership has in turn facilitated support from Mowi for the IRCT housing project and other economic developments within the village.
3. Funding for a Development Officer post from Highlands and Islands Enterprise (HIE).
4. In addition, the Trust received financial support from the Crerar Trust, part of Scotland's Crerar Hotel Group, who own major hotels in, for example, Mull and Oban.
5. The Trust is itself contributing significantly to this £830,000 project through use of its own funds as well as through accessing a commercial loan from the Triodos bank.

Campbeltown Picture House is one of the first purpose-built cinemas in Scotland, built in 1913. This Grade-A listed building is unique, with a Glasgow School Art nouveau exterior and an equally impressive and unusual 'atmospheric style' interior. It survives today as a rare space, largely

unaltered. The Centenary Project was completed in December 2017, restoring the building and creating a modern cinema, complete with a second screen, new foyer, café and spaces for exhibitions, displays, education and community activities. This was possible with a mix of support from HIE for both capital and revenue costs.

HIE are progressing two pilot approaches to stimulating Rural Food Tourism places in Northmavine and the Uists. The facilitated cohort identified initial new business ideas which are being encouraged. There are 30 people per cohort and they include a mix of crofters, farmers, F&D and tourism businesses.

Cupido started on the 1st September 2018. The project's overall objective is to develop new business opportunities in the cultural and cultural heritage sector around the North Sea, to reinforce the economic position, competitiveness and social cohesion of local rural communities in areas with a declining population.

HIE is working with St Andrews University to develop the use of digital technology to support commercial growth in the cultural sector. Aiming to support up to 16 organisations to adopt the use of digital technology into business models. There are currently 12 live collaborations, with a mix of social enterprises and predominantly island communities.

The Highlands and Islands region is part of a new international programme offering dedicated help for anyone setting up a new social business. Four social business start-up schools are being set up across the region. Each social start-up school will run for an 18-month period, with the hub in operation 2-4 days a month, offering face-to-face workshops, seminars and physical space where participants can work on their ideas. There'll be a virtual network between face-to-face sessions. Participation will require a commitment to the full programme.

The Start-Up Schools are part of the, an Interreg North West Europe partnership project. The programme is fully funded by Interreg North West Europe, run by HIE and delivered by the Social Enterprise Academy.

Update provided by Margaret McSporran at Highland's and Islands Enterprise.

www.hie.co.uk

All presentations and materials for the above workshop are available on the SURF Website at: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

3) Successful methods of supporting young people to overcome barriers to employment

With introductory presentations from SURF Award winning and shortlisted projects:

Achieving the Right Transferable Skills for Today's Job Market, Pathways Programme and Community Renewal Trust's Employment Safety Net.

Additional presentations were provided by Skills Development Scotland and the Scottish Government Employability Team.

Presentations and materials can be found on the SURF Website: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

Presentation Summary: [Achieving the Right Transferable Skills for Today's Job Market!](#)

The workplace skills award was developed by Lynne Burgess and the Employability and Skills Team at Dumfries and Galloway Council. Developing the Young Workforce and the partnership between Education and Employability and Skills provided the catalyst to embed this model into their service delivery.



The Dumfries and Galloway Workplace Skills Award supports young people in the region to develop skills and experience to make positive and sustainable next steps. The award offers work experience with a range of employers and accreditation, with qualifications at SQCF levels 3 and 4. Importantly, skills are developed and assessed in the workplace rather than in classrooms. Central to the awards success has been its adaptability; each award is tailored to the individual and their chosen field.

Emphasis is placed on gaining the transferable skills required in the workplace and in wider life, building a solid foundation for future success.

Analysis of research from an SQA local employer, training provider and events with young people suggested what the top employability skills important to employers were. These findings are also reflected in the top 10 employability skills developed by STEMNET and the CBI endorsed Employability Framework.

The award prepares people for the workplace and is accredited using existing SQA Units. What is unique about their award is that the Extended Work Experience Unit, which sits alongside Workplace Core Skills, provides a framework to support young people to build and develop workplace skills valued by employers, and offers young people the chance to gain a qualification, if there is evidence that the young person has the ability to apply these skills in a workplace.

The skills recognised within the framework are:

- A positive attitude;
- Self-management;
- Team working;
- Business and customer awareness;
- Problem solving;
- Communication and literacy;
- Application of numeracy;
- Application of information technology; and
- Leadership and entrepreneurship.

The key to the success of this approach has been partnership working, using the framework to facilitate a shared understanding of the goals for the young people.

The success for the young people involved has been working in partnership to support them to link the skills and experiences they have gained in education, build their confidence and give them the

chance to develop these skills in a workplace. The key is to recognise achievements with a qualification that has 'currency' with parents, employers and young people themselves. Being SQA accredited means young people can be rewarded for demonstrating workplace skills in the same way that other young people are rewarded for classroom skills.

The team also use the Workplace Skills Award to support and accredit young people with additional needs who are part of our Project Search Programme. The team are building a number of case studies which show the positive impact that an award like this can have for young people who can sometimes struggle to get recognition for their skills, helping them to feel valued and giving them the confidence to know they can achieve a positive outcome.

Around 30 young people have completed the award and been supported into work, including care experienced young people and young people with additional support needs or disabilities through the Project Search programme. A growing number of young people and industry partners are recognising the value of their pioneering land-based employability initiative for young people who are in their senior phase of school. The award is delivered in partnership with local farmers and SRUC Barony. There are currently around 40 young people being supported to undertake this award at the moment.

The team have been working on this programme since 2014 and during that time there has, and continue to be, a number of challenges. The nature, and background, of the young people they support means that they do not often learn in a linear fashion, and so the team have had to work hard to ensure that the SQA processes and the necessary paperwork associated with registering and completing a qualification does not in itself become a barrier to achievement. This means ensuring staff are well trained in policy and procedures and are capable of 'translating' processes for young people, 'hiding the wiring' where they can.

It is always challenging to find suitable work placements and provide young people with an opportunity to learn new skills, mentored by staff who recognise that young people may not arrive with the necessary skills required. The team work to address this by taking time with employers to talk through the framework and involve them in the process of evaluating the skills that their placement can provide, before supporting the young person to develop those. This is particularly prevalent with land-based placements, where resources like the Employer Toolkit have proved useful.

Partnership working can be a challenge. They have found partners are very willing to work with them but the challenge has been resourcing the coordination needed to keep all partners informed, engaged and working collaboratively. This takes time and effort and is a continuous process, as it can be difficult to maintain collaborative ways of working if personnel change and agreements are not embedded in systems and processes.

Working with educators and convincing parents and young people that this opportunity is valuable and valued is a considerable, and ongoing, challenge. However, as they now have more young people involved with the programme, they can directly explain the benefits to them and employers. Recognising that young people who have achieved this award are genuinely ready for the workplace. The team are confident that the reputation of the award will help to address this challenge.

The team are responsible for delivering No One Left Behind, which includes the Opportunities for All Commitment to young people. They use the award to provide a quality assurance framework for the

delivery of employability skills and, while not all young people register with the SQA and formally undertake the award, adopting the principles ensures they have a rigorous and consistent approach with all of their young people. They are currently training more members of the team to become assessors. Moving forward all key workers will be expected to train to become assessors, providing rigour and high standards to their approach with their young people.

Planning a programme of support around their framework provides young people with a clear pathway. With 1-2-1 support and regular feedback they can develop an understanding of the skills they have and, supported by an extended work experience, they have the opportunity to generate personal evidence, making it possible for them to articulate how they have developed and applied valuable, transferable skills in a working environment.

A real success has been using the award as part of a pathway from school into the Dairy Farming sector, which is an important sector with many opportunities for young people. They are now looking at developing a similar pathway for hospitality, care and construction. These have been identified as other key sectors that can offer opportunities for young people. The real benefit of this award however is its flexibility. It can be used to accredit skills applied in any workplace at a level and pace appropriate to each individual, and with additional knowledge and understanding delivered by collaborating partners (or now potentially online learning), it can be tailored to suit the individual needs of any young person.

Young people say that this style of learning suits them and they value the fact that the award recognises achievements demonstrated while working, therefore allowing young people to learn in different ways.

Further Information:

If you have any questions regarding the Workplace Skills Award please contact Melanie McEwan at Dumfries and Galloway Council (dqemployability@dumgal.gov.uk).

www.dgtap.co.uk/youthguarantee

Presentation Summary: Pathways Programme

Young Enterprise Scotland (YES) were delighted that their Pathways to Success Programme was shortlisted as a finalist in the SURF Youth Employability category in 2018 and 2019.

Pathways to Success is just one of the programmes from their wider suite of Pathways Programmes, which aim to provide employment skills and enterprise awareness to the most disadvantaged young people who are disengaged from traditional education and employment.

YES are the leading youth enterprise charity in Scotland, who have been around for over 40 years and are now working with well over 15000 young people each year through a range of practical enterprise activities delivered right across Scotland in primary schools, secondary schools, colleges, universities and at their Rouken Glen Training Centre.

The majority of work takes place in schools and colleges where their practical programmes encourage young people to develop crucial enterprise skills such as resilience, innovation, creativity and confidence. Skills



which are needed more than ever as the world of work changes fast and the current Covid-19 crisis causes such an unprecedented economic downturn.

YES's biggest and most well-known programme is the Company Programme which is a year-long enterprise competition for S5's and S6's, allowing them to set up and run their own business for a year before competing with other schools regionally and nationally. Over 2000 young people now take part each year, supported by teams of local volunteers. This year, for the first time, young participants were also able to gain a Level 6 qualification, accredited by the Scottish Credit and Qualifications Framework, by taking part. This has been a game changer for the project and was even more important this year, when young people's exams and assessments were cancelled due to Covid-19.

As a team and organisation YES recognise the enormous benefits of practical enterprise learning for young people and believe that these should not be restricted to the highest achieving young people. They want every young person to believe that starting their own business is an achievable option, and to have the enterprising skills which allow them to thrive as an employee.

This thinking is behind their new 3-year strategy entitled Enterprise for All, and is also behind the development of the Pathways Programmes. YES recognised a need for a highly-supportive enterprise programme that would allow young people who are the most disengaged from school, or who are not in work, to engage with, and benefit from, enterprise education, and as a result Pathways was born.

The Pathways Programme is a practical employability course covering various employment and enterprise areas including Horticulture, Landscaping, Construction, Hairdressing, Beauty, Events Management, Music and Retail. It uses exciting enterprise experiences and access to successful young entrepreneurs to inspire the most disengaged young people through enterprise. It involves a mix of classroom learning, practical training and work experiences at YES's Rouken Glen Park Training Centre, as well as trips to colleges, businesses and community projects. It targets 13-21 year olds from areas of most disadvantage across Greater Glasgow.

Each course is restricted to a maximum of 12 participants to ensure there is flexibility and scope to adjust the programme to meet individual needs. The programme is flexible and dependent on the needs of each group. For example, most courses are three days per week for ten weeks with an optional sixteen week follow up mentoring period, but some groups only attend one day per week over a longer period. Some programmes focus on one employment area while others offer a mixture, depending on the needs and interests of the referring partners, or more importantly the young people. At the start of each project, each group of young people is given the chance to have their say on the structure and focus of their programme, which increases engagement.

As well as practical hands-on learning, further sessions focus on developing CVs, completing applications for jobs/college and practicing for job/college interviews. Participants also take part in fun confidence building sessions to understand their own personal strengths and skills, and work towards achieving their SQA-accredited Employability Award. Key to the success of the programme is the main delivery location at the Training Centre at Rouken Glen Park. It is right at the heart of the park on the South Side of Glasgow and offers an abundance of outdoor space. Facilities include an outdoor classroom, garden areas, greenhouses, construction areas and 4 other social enterprises on-site, which give young people a real insight into how small businesses run. It is a great place for the young people to be as it offers a very different experience to school, which suits many young people who find the school environment quite stressful.

Young people are referred by their partners at the Jobcentre, social work services, schools and community groups, such as Cosgrove Care. Each young person is assessed on a 1-2-1 basis by YES's

experienced team to understand personal circumstances, skills, goals and interests. YES have excellent connections with the business sector in Scotland which allows them to match young people to employers and work experiences based on their interests.

The Pathways to Success programme is particularly successful thanks to the partnership with the Department of Access and Lifelong Learning at Glasgow Clyde College. During this particular programme all participants are enrolled as students at Clyde College for the project duration, giving them access to student perks like discounts, access to campus facilities and a taster of college life. Clyde College staff also deliver sessions in Maths and English at the start and end of each course to assess and improve core skills. This is especially important when it comes to supporting young people with college applications. Every young person taking part in the Pathway to Success programme is guaranteed an interview with Clyde College if they complete the course, which is a fantastic incentive.

YES are fortunate to have a team of volunteers who make home-cooked lunches and breakfasts for the young people, which adds to the supportive atmosphere and makes a big difference to retention of young people on the programme. Young people feel 'comfortable and welcome' which helps to raise their aspirations and promotes a more positive attitude to learning. Where possible young people are also involved in food preparation and able to use the vegetables they have helped to grow in the Centre, which adds real value to their learning and their feeling of belonging. Sadly, many of the young people turn up each morning having not eaten since the previous afternoon. Young people are also supported with travel to the centre in YES's tartan mini-bus.

The main outcomes of the programme are; improved confidence; increased knowledge of a variety of careers including self-employment; increased employability and enterprise skills such as teamwork, communication and confidence; as well as qualifications; and an alternative access route into employment and further education.

The formal programme evaluation shows that 85% of young people move on to a positive destination following the programme, including employment, college, further volunteering or referral on to further work experience or another project or programme.

92% of young people demonstrated and recognised in themselves an increase in their personal and transferable skills, such as dealing with challenges and being more organised. 50% of participants overall were successful in gaining a place at college. For one of the Pathways to Success groups this figure went up to an amazing 95% which was fantastic given the personal challenges faced by the group.

To conclude, the Pathways programme is continuing to evolve and change and YES are finding that most of the current interest in the programme, in terms of referrals, is coming from schools, particularly those seeking a route for young people who are not achieving, or even turning up, at school. YES are hopeful that their outdoor learning facilities at Rouken Glen will help provide further support for schools in the autumn term to help them address social distancing requirements.

Further Information:

If you have any questions regarding the Pathways Programme please contact Emily Bennett at Young Enterprise Scotland (Emily.bennett@yes.org.uk).

www.yes.org.uk

Presentation Summary: [Community Renewal Trust's Employment Safety Net](#)

It is common for youth and employment support organisations to connect with young people in the 12-month period after they have left school without a positive destination. The Employment Safety Net initiative targets those who are missed by, or left behind after, these initial approaches. This often includes young people with substance dependency and/or mental health issues, and/or those leaving the care or justice systems.

The project team use a variety of non-traditional tactics, such as streetwork, pizza parties and setting up a gym and boxing club, to build a relationship with prospective participants, never mentioning positive destinations or employment.

The initial emphasis is on an 18-month action plan to improve their lives, which might focus on housing security, addiction support, mental health issues, relationship issues or financial stability. If a participant asks about training or work opportunities, the team help them reach their goal.

The programme provides weekly 1-1 employability support for anyone in the age group, but particularly targets school leavers, care experienced young people, criminal justice involved young people, young people affected by homelessness or accommodation issues, young parents, young carers and young people experiencing mental wellbeing challenges.



Weekly 1-1 support is provided in a safe and confidential environment. These sessions are designed in agreement with the young person, focussing on what they would like to talk about, how long the sessions should continue for and the format of the sessions. Home Visit support is open to anyone but priority is given to young people who are struggling to leave the house or attend projects due to difficulties around mental wellbeing.

Other forms of training offered include; CSCS training, 5 year card and Personal Protective Equipment (age 16+). Young people are supported in learning the terminology and knowledge needed to pass the CSCS Health & Safety Day and exam. The health and safety day takes place regularly in Community Renewal's Edinburgh Muirhouse office.

Young people can undergo a Food Hygiene Training for All CPD certified module, receiving a certificate on completion. This module can be completed on a 1-1 basis and would suit all young people, but particularly those with an interest in volunteering or employment in the hospitality industry, or those in or moving into their own tenancy.

The journey is led entirely by the young person and can cover anything that they are interested in. The key message is that the young person does not have to navigate the employability pipeline alone. Community Renewal work with them until they start to feel confident enough to proceed without additional support.

So far a total of 528 young people have engaged with the programme, 22 females and 305 males. 105 of those young people have gone into higher education, 113 into employment, 105 into an employment training opportunity, 41 into Activity Agreements, 125 accessed mainstream services (e.g. SDS), 33 have gained CSCS cards, 13 are volunteering, 12 have gone into work placements, 20

received a qualification and 6 re-engaged with school. Community Renewal have engaged with 528 individuals and from that 502 have achieved a positive outcome.

For many of the people they help the positive result doesn't tick any box on a funding sheet, yet completely transforms the life of the young person.

Further Information:

If you have any questions regarding the Employment Safety Net programme please contact Jon Mennie at Community Renewal Trust (jon.mennie@communityrenewal.org.uk).

www.communityrenewal.org.uk

Presentation Summary: Skills Development Scotland (SDS)

Skills Development Scotland is Scotland's national skills agency. Its overarching role is to ensure that Scotland's workforce is fit for now and for the future. They use intelligence, information, data and research to forecast what the world of work might look like in the future, working closely with employers but also looking at the changing world of work.

All of this is mapped across the demographics of the population, the trends and what's happening elsewhere in the world. Skills Investment Plans are produced, highlighting activity that should be considered within each geographical area. This information is then pulled together to enable SDS, in conjunction with employers, to look at what sorts of skills might be required to fulfil the future workforce need. They then look to ensure that the training and qualifications that are required to achieve this, are created and developed and delivered through their commissioned training services.

SDS work with employers, training providers and third sector organisations, as well as representative bodies, all with a focus on skills, employment and the future. They want those who are disadvantaged in society to be able to get the full benefit of an apprenticeship, and they have role to ensure steps are taken to address this.

The learner journey involves SDS at each stage. In stage 1, they are looking to influence and challenge stereotypes. For example, they worked with Education Scotland on a project to improve gender balance, which looked to support and influence all aspects of education and education professionals, to challenge everything from the bias they might have, the school aesthetics, and the materials used to ensure there is no unintended bias towards girls or boys in relation to their future goals.

In stages 2 and 3 SDS utilise their Careers Information Advice and Guidance offer through Careers advisors who work with young people to explore their career options, supporting them in their career management skills to ensure they can make the choice best suited to them. They also discuss subject choice in relation to career choices, and can introduce Foundation Apprenticeships which provide an opportunity to get young people involved in the world of work as part of the school curriculum, similar to standard subjects but with additional work experience.

At stage 3 SDS are also starting to open up discussion on post-school options. This could include further education, higher education, Modern Apprenticeships where individuals become or are employed and work towards qualifications whilst working and earning, and Graduate apprenticeships, similar to Modern Apprenticeships but where their qualification is at graduate level. By stage 4 SDS are looking to support individuals to achieve and complete their chosen qualification.

Through the Developing Young Workforce and Scottish Government, SDS have established targets to focus on some of the most disadvantaged groups in relation to employment outcomes.

Black Minority Ethnic – SDS know from research that there are different outcomes and levels of support required for different groups, but most individuals in this group have lower educational outcomes, a lack of work experience and bias leading to poorer employment outcomes. Some groups such as ‘New Scots’ will also have specific barriers understanding the Scottish system, as well as language barriers.

Gender – These tend to be more segregated roles and women are less likely to be in senior positions. Societal stereotypes influence female confidence/subject choice. For example, drop off of interest in STEM from primary to secondary. There is also a phrase described as the ‘Leaky Pipeline’ in STEM, where women start off on their career path towards STEM, but at each stage of subject choice, examinations, work placement and employment, women gradually drop out of the pipeline.

There is also evidence to suggest that less value is placed on traditionally female roles leading to the Gender Pay Gap. However, it is not all about getting women into roles, men have a huge part to play in the agenda too. By encouraging men into care or childcare roles, it not only supports target goals and ambitions but can change perceptions of ‘women's work’.

Disability – As a whole, disabled individuals tend to have lower educational outcomes and are more likely go onto further education and college than other routes. Disabled people with a degree are also less likely to be employed than a non-disabled person without a degree, so other barriers exist on their route to employment. Employer perception, lack of confidence and lack of understanding and support regarding recruitment and workplace adjustments all contribute to this issue.

Care Experienced – Individuals from the care system tend to leave school at the earliest opportunity. They also tend to leave care at 16-18 years, whereas the average age of leaving home for non-care experienced individuals is around 25. These individuals can also lack positive role models and networks. Additional challenges may include housing, financial worries or trauma, which can impact on their employment chances. Research shows that those with the least stability have the lowest chance at a positive employment outcome. Within the Modern Apprenticeship Programme the rate of successfully completing the programme is 13% lower than non-care experienced individuals, although there has been a bigger gap in previous years.

To ensure SDS keep focus on these groups, they publish an annual update on their work in this area. They have also undertaken an Equality Impact Assessment across all of their Work Based Learning services to review what more they need to consider to ensure equality of opportunity for all.

The Scottish Index of Multiple Deprivation (SIMD) identifies areas across Scotland from a deprivation perspective. An analysis of Modern Apprenticeship starts in 2019/20, which looked at matching Modern Apprenticeships to where people live, and then to what SIMD area that relates to, showed that the proportion of MA starts who live in the 10% most deprived areas continues to be higher than those who reside in the 10% least deprived areas. In other words SDS's Apprenticeship Programmes are being taken up by more people in deprived areas than those in less deprived areas. Whilst SDS recognise some SIMD areas cover both deprived and affluent areas, in general terms, this gives them an indication that their services are being taken up by those from more deprived areas, which tend to be those with lower employment outcomes.

Collective efforts to move the equality agenda forward are at major risk of becoming undone as a result of the current situation with Covid-19, and SDS don't want the marginalised to become even more marginalised, a usual trend in any economic downturn.

SDS are taking any steps they can to provide support where required. This includes changing their CIAG service to a telephone service, up-skilling staff on the latest information, support and signposting, creating a relief fund to support providers financially during this period, developing flexibilities in the rules for providers so that individuals can get recognised for the work they are doing or have done without the normal paperwork requirements, providing answers to frequently asked questions to support providers, and ultimately learners, and creating information to support employers in some of their considerations in relation to equality groups.

Equality for All is a huge agenda but small steps can sometimes start to make a big change. There are 9 people in the equality team up-skilling and changing the perceptions of 100 NTP colleagues, who in turn can up-skill and change the perceptions of approximately 300 training providers, which in turn up-skills and changes perceptions of 10000 employers who can ensure that the 30000 apprenticeships are as diverse as possible, benefiting and diversifying the workforce within all of the communities across Scotland to ensure no one is left out.

Update provided by Ian Bruce at Skills Development Scotland.

www.skillsdevelopmentscotland.co.uk

Presentation Summary: Scottish Government - DYW

Young people were impacted particularly severely by the 2008 financial crash and recession and we might expect to see this disproportionate and enduring impact again. They are more likely to have more precarious working arrangements, for example part-time work, temporary contracts, and are highly concentrated in sectors most likely to have closed businesses and expected to be the last sectors to re-open, for example hospitality. These sectors often provide entry level jobs for young people, particularly in rural and remote areas.

The Resolution Foundation found that young workers in the UK were more likely than other age groups to have lost their job, been furloughed, or lost hours and pay due to coronavirus, analysis covers period 6-11 May. Young people who have recently left education and have recently entered, or are about to enter, the labour market are more susceptible to long-term employment and pay scarring. There is evidence to show an increased likelihood of lower pay and unemployment in later life when unemployed at a young age.

The Wood Commission was established in 2014 by the then Education Secretary. It provided 39 recommendations across 5 Change Themes. The remit was to focus on how we develop a modern, responsive and valued system.

The Umbrella Brand has four key outputs;

- To help young people leave school prepared for the world of work;
- To help employers shape the workforce of the future;
- To help teachers and schools understand the world of work; and
- To support parents to understand the offers.

Supporting DYW influences a young person's life chances. It provides them with the skills and experience to flourish in work. It helps to ensure they have a positive destination to move on to. The more engagement a young person has the greater chance they have of moving on to a well-paid job. Young people are one of the solutions to economic growth, addressing future skills gaps and to succeeding an ageing workforce

The 5 Change Themes include;

- Schools (Change Themes 1&2);
- Colleges;
- Apprenticeships; and
- Regional Groups.

There are still challenges around societal perceptions of things such as apprenticeships. A continued need to engage with and understand what young people need and want. Understanding and embracing the pace of change that can be responded to. Recognising the context of how, when and why employers engage, and meeting the needs of the ever-changing labour market, economic context and geographies.

Following the impacts of Covid-19 the UK Government announced the launch of [Kickstart](#) in July 2020, supporting the creation of new jobs for 18-24 year olds. This is a UK wide programme and the Scottish Government are engaging constructively to ensure this works for Scottish young people.

Following the launch of the AGER report the Scottish Government acted quickly on beginning an implementation plan for a Jobs Guarantee for Young People. This industry focussed approach will support the transitions into the labour market. <https://www.gov.scot/news/helping-young-people-into-work/>

Update provided by Steven Turnbull at the Scottish Government Employability Team.

<https://www.dyw.scot/>

All presentations and materials for the above workshop are available on the SURF Website at: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

4) How can embedding artistic approaches enable communities to become agents for change?

With introductory presentations from SURF Award winning and shortlisted projects:

WHALE Arts, Inverness Creative Academy and The Glasgow Barons.

Additional presentations - Creative Scotland and the Scottish Government's Culture Team withdrew from providing presentations.

Presentations and materials can be found on the SURF Website: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

Presentation Summary: [WHALE Arts](#)

WHALE Arts is a community-led arts charity and social enterprise that was set up by local people in Wester Hailes, in 1992. Their building, the WHALE Arts Centre is a unique community asset that provides a range of high-quality creative spaces, including an arts workshop, performance space and digital media facilities. From these, they deliver a wide range of creative activities, groups, projects and events with and for our community.

At WHALE Arts they work in-depth across Wester Hailes and more generally across the wider South West of Edinburgh. They work alongside local people using an assets-based or strength-based approach, building on strengths rather than on deficits or weaknesses.

Wester Hailes, which has a population of about 11,500, is split into 7 distinct neighbourhoods - Westburn, The Calders, Clovenstone, Murrayburn, Hailesland, Dumbryden and Harvesters. It has a complex and fascinating history with a level of community involvement that was once regarded as one of the most sophisticated in the UK. Unsurprisingly there are high levels of pride among local people but despite this, many residents still face challenges relating to health, employment, crime and housing and poverty.



WHALE work collaboratively at local, city-wide and national levels with NHS and City of Edinburgh Council Health and Social Care providers, the Jobcentre, local schools, the police, the local housing association, various third sector organisations and local businesses. WHALE also work in partnerships with a range of national creative and cultural organisations across a range of art forms, including visual arts, craft, music, poetry, creative writing, theatre for children, young people and their families.

WHALE Arts mission is to create the conditions for the community in Wester Hailes to work alongside artists and cultural practitioners to become agents for change who will proactively co-design, participate in, support or lead quality creative activity at all stages of their lives. With a vision for Wester Hailes to be a creative, thriving, resilient, fair community.

WHALE has 6 main aims;

1. **Health, Wellbeing, Happiness** - To improve the health, wellbeing and happiness of local citizens and members through arts, creativity and innovation.
2. **Economy, Enterprise, Learning, Skills** - To improve economic prospects of local citizens and members through developing creative enterprise, learning, and skills development opportunities.
3. **Places and Spaces** - To increase and sustain the pride that local citizens feel for the local geographical area through community based participation in the arts and creative placemaking.
4. **Development and Improvement** - To maintain good governance and improve professional and practice development of people and to improve physical assets.
5. **Data, Design, Evaluation, Innovation** - To improve the way they use data and evaluation to design and drive incremental and transformative innovation.
6. **Communication, Conversation, Coproduction** - To sustain open and regular communication and conversation on a local, national and international level with many and varied voices so that they are genuinely good at co-production and become a leader in their field, using their voice to influence policy and strategy and advocate for our community and our work.

To improve the health, wellbeing and happiness of local citizens and members WHALE use data and evidence of wellbeing impacts to improve and continue their own existing creative wellbeing programmes for adults and young people, which support wellbeing long-term. They co-produce,

develop and deliver new creative wellbeing programmes based on data, evidence ideas, need and demand. WHALE will continue to nurture existing, and develop new, annual partnerships with external partners who deliver creative health and wellbeing programmes at WHALE Arts

It was very fortunate that in 2019 they had the opportunity to take part in piloting OutNav with a cohort of community health organisations with the Edinburgh Community Health Forum. OutNav has been developed by evaluation experts Matter of Focus and is a theory-based approach to monitoring and evaluation, learning and improvement that builds on contribution analysis.

WHALE have benefitted over the past year from using the software. They have created an outcome map focused on their Arts & Wellbeing Programmes. This has enabled them to think about the real change they are able to make. For each stepping stone they need to upload evidence (data). In 2020 they plan to create outcome maps for all strands of their work. They know what they want to do and are clear on what they are trying to achieve. By using the Outnav methodology and software they have been able to find out if they are actually doing the things they think, and say, they are doing, and to find ways of measuring how well they are doing these things so that they can learn how to do them better.

In this presentation WHALE focused on three areas:

1. Co-production
2. Listening
3. Journey

WHALE co-produce and deliver creative programmes that improve health, wellbeing and happiness. The two main aspects of what they do include co-production. Their groups and creative programmes are co-produced with participants and engagement in, or with, those groups and creative programmes facilitate improved wellbeing and happiness.

Co-production is not a new concept, however, there has been increased interest in the approach since the mid-2000s, particularly within the public and voluntary sectors in the United Kingdom. For WHALE Arts, a grassroots organisation which was set up by local people for local people, co-production has always been central to what they do. As they define it co-production is about shifting the traditional balance of power between professionals and those that use their services. It is acknowledging the sometimes unacknowledged knowledge, assets, efforts and skills of people and recognising that their knowledge, assets, efforts and skills are just as valid as those of the professionals. Co-production means listening to people and acting on what is heard. It means sharing power and responsibility, building relationships of trust and doing what matters for all people involved.

It is fair to say that the levels of co-production vary between the different groups and programmes that WHALE deliver, and it is also important to note that they have only just begun to measure the levels at which their programmes are co-produced, but the key as they see it, is talking to people, asking what they want and valuing their choices. On the simplest level, they involve people in choosing what type of food they would like served at the community meal.

Whether you are coming to participate in a group, coming to a meeting, to attend an interview, the community meal, to volunteer, to work or to collect someone else who is attending a group. They want you to feel welcome from the minute you walk in the door and for as long as you are engaging with the team at WHALE. Wanting everyone to feel welcome is not new, what is new is that they are starting to collect data, to find out whether people really do feel welcome and to ask questions about what they can do to make people feel more welcome.

Another way they use co-production is by involving people in decisions relating to their programmes and their building. The most recent example being the refurbishment of the toilets. Using feedback boards, they asked people for their ideas on how they could improve the look of the loos. They got some amazing ideas and from those chose the ones they could act on, which included bigger sinks, decoration on the walls, 'less stains' and free sanitary products for women. Once finished they unveiled the new loos at their AGM, where one of their members cut a ribbon for an official opening.

Let's Create is a therapeutic art group for women which combines creative activity and a shared meal as a means of reducing isolation, increasing social connectedness and improving health and wellbeing. This group was set up in 2018 and was initially funded through Tasting Change, a multi-agency partnership project set up to address issues of food insecurity in Wester Hailes. The group meet weekly to engage in a range of creative arts activities and then share a bowl of soup at the end of each session. While the group facilitator delivers the activity, the group are heavily involved in selecting what sort of activities they would like to try, and what type of soup they would like to make.

When Tasting Change came to an end in April 2019, group members approached WHALE to see if there was any way they could keep the group going. It was agreed that WHALE would seek funding to continue the group and amalgamate it into the core Arts & Wellbeing Programme.

Group members were concerned that taking a long break, while they waited for WHALE to find funding, would lead to the undoing of much of the progress that they had made. After much discussion, WHALE Arts provided a room where the group could meet for a coffee each week, allowing for some sense of continuation until funding was sought.

Once funding was secured to continue Let's Create, 5 out of 9 group members were part of the interview panel to select a new group facilitator, and the final decision was taken by group members. Within this one group, you can see different levels of co-production.

Men's Makers was instigated by some of the residents who wanted a place that they could come together and make. Together with one of the Creative Placemaking team, a space was set up where the men could meet weekly. This self-led group, which was based loosely around the Men's Shed model, evolved to a point where the group noted that they could do with further support, both in the form of materials, direction and perhaps a facilitator to lead the group. After much discussion with the WHALE Arts team, funding was secured, and after being approved by the group a facilitator was hired. The group continues to evolve and group members are central to this process.

Mums into Business is the epitome of co-production. Set up in direct response to the needs and aspirations of a group of local mothers, Mums into Business provides free childcare alongside creative business support in a highly supportive environment for mums who want to develop their businesses. Like Let's Create, this group was initially funded through Tasting Change. When funding ended in April 2019, the group took it upon themselves to secure more funding and since then they have been self-led and self-funded with in-kind support from WHALE Arts.

Despite making phenomenal progress, the group has recognised that they could do with more support, specifically in relation to specialist business skills development, and they have approached WHALE to ask for further help. WHALE Arts is now actively seeking more funding to be able to provide in-house specialist business support and skills development opportunities for the group.

WHALE create diverse and dynamic creative programmes which have expressive, restorative, therapeutic and educational purposes, and which are also preventative, enhance recovery and improve the quality of life for people with long-term conditions. In addition, they create

opportunities for people to come together with artists to make art together and have happy, joyful, magical creative experiences.

To do this they rely on a team of highly talented artists, designers, makers and creative professionals, who deliver and facilitate groups, activities, events and projects. Of the 6 regular groups in the Arts and Wellbeing programme for adults, 4 are currently led by professional artists, with the other two being self-led by community members. Currently, they have 8 regular groups in their programme for children and young people and of them, 7 are run by professional artists and the other is being delivered by WHALE's Digital Communities Lead. They also have a bank of freelance artists and creative practitioners who deliver sessional programmes, special events and other creative activities and projects.

Listening to people is at the core of what WHALE do. It is central to their definition of co-production and the foundation of much of their work. Wherever possible they take action when they get feedback from the community. An issue that has been raised by a significant amount of people is that they would like a cafe at WHALE Arts. They are currently applying for funding to trial a pop-up cafe in a few different locations within the WHALE Building and are also applying for grants that would allow the development of a permanent cafe once they have done the research on where best to locate it.

One of the main ways to achieve this is through their membership. Anyone can become a member of WHALE and every month they hold a Member's Breakfast where they invite members and ask their ideas for projects they would like to realise or developments they think would benefit the building. They take on board their suggestions and invite them to take a lead role in developing these ideas. The Member's Breakfasts have been a resounding success, since the first one in April 2019 they have had a whopping 20 new people sign up to become members taking the total membership to 55.

WHALE do their absolute best to provide opportunities for their community, whether they be opportunities to engage socially or to improve their economic prospects, either through direct employment, skills development courses or volunteering opportunities. They host a weekly community meal at WHALE Arts which is open to anyone at all who wants to come and share good healthy food and a great community atmosphere. They regularly feed in excess of 50 people. For many, this may be their first experience at WHALE and often this is the point where they start to find out about the other things that go on, and many come to join in other groups, activities or events.

For others, perhaps already attending a group, coming to the meal is an opportunity to meet new people, take steps towards overcoming social anxiety and enjoy some good healthy food. A new community meal Chef and outreach worker started early in 2020 and part of this role is to look at who is coming to the meals and how they can attract more community members to come along.

The numerous trips and events that they put on throughout the year are also fantastic social opportunities. In the year 2018- 2019 we hosted 82-holiday activities and one-off events at WHALE and a further 32 one-off events at other locations throughout Wester Hailes. They provide a number of volunteering opportunities both in their community garden and in front of house positions, but what we are really interested in is the transitions that some people make from participants to volunteers and vice-versa. Last year they had two people move from participant to volunteer to a paid employee at WHALE and another participant whose confidence grew rapidly through engaging in various projects at WHALE has now been employed at the Health Agency. This year they have employed another group participant as the new community meal Chef.

People come along to WHALE for various different reasons. Often because they have heard about, or have been referred to, a specific group, project or event. Some people go because they are curious about what goes on at WHALE and would like to find out more. Others go to find out about

volunteering or opportunities they might have, and some go to projects run by partner organisations.

Whatever the reason that first brings people through the door, they often find that they may start with one group, event or activity and then start coming along and getting involved with other groups, events, activities or projects. Recently they have started looking at levels of engagement across projects as a measure in its own right and an indicator that they are creating an environment where people feel safe, included, accepted and supported; listened to respected and involved.

At WHALE Arts they pride themselves on their ability to provide professional development opportunities for the community, whether they are participants, volunteers or freelance artists. They take a highly creative approach to this and are constantly seeking innovative ways to offer development opportunities.

Exhibitions - WHALE are fortunate to have a fantastic exhibition space. It is like the main artery of their building through which everyone must flow to get to and from the various group spaces, offices and kitchen. Visitors cannot fail to notice the spectacular artworks on display. 2019 saw the very first Wester Hailes Open Art Exhibition, hosted by WHALE Arts. Anyone from Wester Hailes, including staff, freelancers, participants and community members, were invited to submit a piece of work to be included in the exhibition.

Over the past year, they have had a total of 11 people volunteer. 8 have been volunteering in the community garden and 3 have been helping out on reception. From those 11 volunteers, they have retained a core of 6 who continue to help on a regular basis, 1 who volunteers on reception and 5 who volunteer in the community garden.

The Creative Placemaking team have been commissioning local artists, many of them participants at WHALE Arts who would not necessarily refer to themselves as artists, and inviting them to create public works around Wester Hailes. They have also started a mentoring scheme where a local artist is paired with a mentor/collaborator-artist. This is a phenomenal and groundbreaking professional development opportunity which aims to see 6 local artists supported to create public works of art around Wester Hailes.

Creative Placemaking is also running a project where 4 local people will be mentored by project lead Rebecca Green to create a piece of work within their own community. The four people have chosen a variety of projects to embark on, including a performative guided walk with poetry and spoken word along the route of an underground burn, teaching sewing and making textile artwork with mums and children in a local community flat, creating outdoor craft events in local parks, and making site-specific sculpture.

Further Information:

If you have any questions regarding WHALE Arts please contact Leah Black at WHALE Arts (leah@whalearts.co.uk).

www.whalearts.co.uk

Presentation Summary: Inverness Creative Academy

Inverness Creative Academy (Phase 1) has transformed a Category B Listed former Victorian school in Inverness City Centre into the Highlands' first large-scale creative hub. This £2.2 m project, completed in November 2018, has brought 1,500 sq m of floorspace back into creative economic use, in the former Inverness Royal Academy school, latterly part of Midmills College campus, a

building which had been considered one of the most important and iconic listed buildings remaining undeveloped in the City Centre.

This project was led by Wasps Studios, a charity and social enterprise recognised as Scotland's largest provider of creative studio space, and home to over 900 creative people across 19 studio buildings from Shetland to the Borders. Completed 10 months ago, the artist studios in Inverness Creative Academy (ICA) Phase 1 are already fully occupied and the building is now home to over 40 artists and makers, two creative organisations, two community workshop spaces, an exhibition space in the former gym hall and a community led darkroom collective with over 30 members. A second phase will transform a second listed building adjacent, providing another 1,700 sq m of creative floorspace and enhancing the overall impact of the Creative Hub for local people.



Wasps was funded in 2014 by the Scottish Cities Alliance to consider the need for a creative hub in the Highlands to address the loss of talent from the region. A demand assessment identified an overwhelming need from over 500 creative participants for such a hub to enable collaboration between artists working largely in isolation across a wide geographic area, for studios, space to exhibit, to hold workshops and engage with the public, as well as support for creative practices to develop their business acumen.

This assessment was followed by community consultation events engaging over 200 people between 2015 and 2016, which led to the establishment of an artists led steering group to work with Wasps to help influence, shape and design the facility. This identified a need for more public elements including workshop space and exhibition and community events spaces.

The Lonely Arts Club was established in Inverness in 2016 due to the isolated nature in which artists were working in the Highlands. This online social group holds monthly events and now meet in the completed facility. A website was established in 2016 by a group of artists called "Support Wasps in Inverness" supporting the project and its need in the Highlands. By the time the building was completed the website had 395 members.

Highland Council undertook an options appraisal to find new uses for the former school buildings and identified a cultural and community use as the best option, and from then identified Wasps as a partner to achieve delivery. This use was welcomed by past pupils of the former school buildings.

The building has now been saved from dereliction, its interior sensitively restored and a new sustainable use created, which has engaged people of all ages from across the Highlands in art and creativity, addressing wellbeing and loneliness agendas and encouraging young people into creative careers.

Inverness Creative Academy was a collaborative project between Wasps and the wider creative community across the Highlands from the outset. Once a building was identified in 2015, an artist led steering group worked closely with Wasps to shape the building and identify the facilities needed within it. This included a photography group who worked with Wasps to set up a darkroom collective and establish a specially designed facility in the building. They now have over 30 members and run open workshops as well as hold exhibitions across the Highlands.

Since opening in November 2018, the building quickly became fully occupied, an exhibition and workshop programme was established, led by local artist groups to engage local people in art and craft. The building has already become a community hub in a short period with positive benefits for both artists across the Highlands and local residents. Shortly after opening in December 2018 a “meet the neighbours” evening was attended by over 70 people. An open studio event held over a weekend in July attracted 500 visitors, Doors Open Day tours at the end of August were fully booked with 50 visitors and over 6 months another 1000 other visitors have been welcomed.

During construction, Wasps led a Heritage Activity programme with local school children, past pupils of the former school and college and local residents. This has produced photography, video and an events programme engaging 150 people. Wasps has hosted events for the local business community through the Chamber of Commerce and local Rotary Clubs to ensure the facility becomes an established facility within the wider City Centre.

The Inverness Creative Academy project has supported the creative sector in the Highlands by:

- Providing opportunities for the hundreds of University of the Highlands and Islands- Inverness College Creative Course graduates annually;
- Making the Highlands a viable, attractive place for young people to live and work (HIE Report Nov 2018);
- Providing cultural infrastructure to support the Highland City Region Deal Funded Northern Innovation Hub projects, many of which are creative industries focussed and
- Enabling the Highlands to tap into the economic and societal benefits of this growing sector.

Working closely with key partners, including HIE, Highlife Highlands, Creative Scotland and UHI, the ICA facility was developed to help meet these needs while supporting the wider creative and cultural economy across Inverness and the wider Highlands. Feedback from artists based in the building has been very positive to date, with many citing access to affordable studios as increasing their productivity, opening up exhibition and selling opportunities and enabling their careers to become more sustainable.

The provision of workshop space in the facility has allowed artists to hold classes, engaging local people in art and creativity, helping school students to develop their University portfolios and supporting disengaged young people into creativity as a career option. A wide cross section of local people in the City are now engaging in workshops to address loneliness and health and wellbeing agendas. Overall the Inverness Creative Academy Phase 1 project is providing the creative community with affordable workspace, boosting the local economy, engaging local communities in the arts, retaining and attracting talent, and inspiring the next generation of creative talent to develop careers in the Highlands. Combined with Phase 2, the overall ICA project will act as a catalyst for cultural regeneration across the region, enabling everyone to value the arts, through a confident, connected and thriving creative community.

The Inverness Creative Academy Phase 1 project has delivered the following outcomes to date:

- Brought 1,500 sq m of derelict floorspace back into economic use in Inverness City Centre and created 33 artist studios, now home to 44 artists and makers.
- Transformed a former gym hall into an exhibition and events space for artists and wider organisations to host events, including to date Historic Environment Scotland, Inverness Chamber of Commerce, other social enterprises and four Rotary Clubs from the wider area.
- Provided two workshop spaces for artists from across the Highlands to hold arts and craft workshops.

- Created a photographic darkroom now led by the Inverness Darkroom collective with over 30 members to date and allowed Circus Artspace, an art collective to find a base from which to develop, meet, exhibit and explore contemporary art practice.
- Provided a monthly meeting space for the Lonely Arts Club to meet in a central location in the Highlands, and provided a studio space for UHI/Inverness College to support final art and design year students to complete their portfolios and transition into professional practice.
- Provided a studio and office base for Code Clan to deliver City-Region Deal supported coding classes to individuals seeking to develop a creative business.
- Transformed one of two remaining listed buildings as part of a wider successful consortium development for the wider Midmills Site, while connecting with Inverness City Centre, to seek opportunities for artists to exhibit and sell in vacant shop units elsewhere in the City Centre, including on Academy Street and the Victorian Market.
- Providing a production facility at one end of Inverness City Centre with the emerging Inverness Castle project at the other end as a potential exhibition and selling space, therefore supporting the wider cultural tourism economy burgeoning in the Highlands and providing income generating opportunities for the creative people based in ICA Phase 1.

Wasps is a financially self-sustaining charity. The rental income from operating 19 properties enables their core operation to be sustainable. They do rely on raising capital, in the form of grants and loans, to deliver our capital projects, and raised the £2.2m from a range of grant and donation sources to deliver this project. Any profit made annually is reinvested in maintaining and managing the estate and in delivering an Arts Enterprise programme of support for their 900 studio holders.

Wasps has an experienced property management team and financial management systems in place to monitor and evaluate performance of the facility. Wasps is governed by a Board of 13 Trustees who review performance of all their operations across Scotland on a quarterly basis. This process now includes Inverness Creative Academy.

Highlands and Islands Enterprise and Creative Scotland co-funded Wasps to develop a full business case for the project using Highland based consultants. This set out a full economic appraisal for the facility as well as a full income and expenditure model, using some of Wasps other successful projects as a basis for comparison. This Business Plan projected that the project would be fully self-sustaining financially by Year 3 of operation and is on track to surpass this projection.

Wasps operates a Sustainability Strategy and has applied this to the redevelopment works undertaken at Inverness Creative Academy. While the building is over 100 years old every effort has been taken to ensure it is energy efficiency and waste is effectively managed. A tenant handbook sets out how we expect our tenants to support this strategy. A 25-year management and maintenance plan is in place for Wasps to ensure the building is sustainable for that period and beyond.

Further Information:

If you have any questions regarding the Inverness Creative Academy please contact Audrey Carlin at Wasps Studios (audrey@waspsstudios.org.uk).

www.invernesscreativeacademy.org.uk

Presentation Summary: [The Glasgow Barons](#)

On moving to Govan in 2016, Paul MacAlinden immediately saw the potential to fill its huge, Victorian spaces with classical music. Their acoustics were designed to the highest standards for the classical music genre, but were wrong for pop, rock etc. and existed off radar, so lay underutilized.

Their name doesn't deny or glorify the imperial exploitation of the ship building Barons, but rather acknowledges two things about Govan. First, the heritage and many elderly people who had been active in it. Second, Govan's shipbuilding appeared to be driven by men, but it's the women like Mary Barbour, Elisabeth Elder and Lady Pearce, whose legacy we enjoy today.

Govan is a matriarchy. Toxic masculinity runs through sectarianism, football and long-term unemployment; people need hope. If a classical orchestra is going to make sense to Govanites, then we have to address these wider issues.

None of what The Barons do is new to orchestras. The difference is they are sustaining a programme in one area of deep multiple deprivation, getting to know Govan's mosaic of communities and designing innovative projects and concerts to awaken people's creativity. That way they can create meaningful impact and change where it is needed over time.

They fashion elements of small town North American, German and Finnish orchestras, whose community relations go deep and are well researched by their national orchestral associations, then find local allies on the street, such as asylum seekers, rappers, radio stations and artists to work with. Most of the players, for whom the world normally stops south of the Clyde, live within a few subway stops from Govan. Therefore, they have a highly efficient operational carbon footprint.



Govan Men's Samba Band was the first bold initiative with local men recruited through Unlock Employment, who help the long-term unemployed back into work. This lasted 6 months with a core of 8 members. They used music to get our mojo back and would march on the spot for 2 hours a week learning the rhythms. As many were not afforded instrumental lessons, Samba was a quick, accessible path to group music making and raising energy. They would parachute culture onto the deprived shoppers in Glasgow's streets, wearing hard hats and visibility jackets in Brazilian colours.

Govan Reminiscence Group, the custodians of Govan's heritage, teamed up with singer and songwriters Norrie Maclver and Ainsley Hamill to create and perform 20 songs about Govan's heroes and heroines, backed by a string ensemble, and couched in programmes of classical music, set in Govan Old Parish Church. Alasdair Nicolson was commissioned to write a trumpet concerto about the medieval Govan Stones for Tom Poulson, which they premiered in Govan Old and at the St Magnus Festival.

Their journey with Scottish rap began with Jonny and Jamie, two local lads mentored by Sunny Govan FM, who rapped with drummers at the African Arts Centre in Ibrox. A full string section played Warlock's Capriol Suite in a 40 minute production called Strings, Drums and Rap. Once they had got over the initial shock of each other, The Barons commissioned Steg G to write a Scottish hip hop album with them, Solareye, Empress and Freestyle Master. It was transcribed for a 10 piece amplified ensemble and performed alongside the live premiere of the album, first in Fairfield Working Men's Club, then in the Barrowlands' Revue Lounge. The album won the Scottish Alternative Music Award for best hip hop. They have commissioned Steg's next album on toxic masculinity, responding to the Govan riots that took place on the 30th August 2019, and the more recent drug related street violence experienced in Govan since Lockdown. They hope to premiere that in Drygate Brewery on the 9th January.

Musicians in Exile became a hit. Paul sought asylum seeking and refugee musicians through various agencies, who came to Govan to play together. Many had not brought instruments, so Paul had to buy what he could within the limits of the budget to get them going. Some had not learnt enough English, as the common language across many cultures, or played very elite forms of music that didn't readily fit into a multicultural band. However, with three skillful facilitators, they did weekly rehearsals and a gig every two months in Govan's Grand Ole Opry. They won the 2019 National Diversity Award as Community Organisation for Race, Religion and Faith, as well as the Voluntary Arts EPIC Award for Scotland. More importantly, the band was embraced by the local community as something special to them, hearing the voices of these people they saw on the street every day, communicating through music.

During this time, the Barons performed classical orchestral concerts that explored community needs and desires. Their St John Passion celebrated the reopening of Govan and Linthouse Parish Church on Good Friday, with communal hymn singing before, during and after Bach's masterpiece. Their performances of Thea Musgrave's Night Windows and Eddie McGuire's Junk Shop Blues inspired amateur art and primary school music projects around their themes of paintings by Edward Hopper and Joan Eardley. The Barons teamed up with Live Music Now to turn the Elderpark Library Reading Room into a recital hall holding some 70 listeners.

Unsurprisingly, some folk resisted the idea of an orchestra in Govan, but the huge difference is that Paul lives there, so it is not just another parachuting professional saying what's good for them. The inverse snobbery met from people who tore concert posters down or attempted, unsuccessfully, to sabotage in other ways, comes not from a fear of gentrification, but part fear of something unknown from the standpoint of a very limited comfort zone, and more tellingly, a lack of faith in themselves that they deserved the best, on their doorstep, for next to nothing. All our concerts are £3/£1 concession.

The gentrification question is vital to Govan and the Glasgow Barons. They do put on high quality professional concerts in Govan attracting people from across Greater Glasgow to help Govan become a thriving arts hub. But the key lever of gentrification is private landlords who have the power to make rent untenable for those on low incomes. Govan, with three housing associations, only has 25% housing stock in the hands of private landlords, so there is an indigenous population who likely won't move regardless of what happens around them. This makes the challenge of regeneration all the more exciting, as the question is not how to gentrify, but how to electrify those already there and bring people from widely different backgrounds together in the same space, enjoying the same music. This works best when they cross-market classical concerts with Musicians in Exile gigs, creating a loyal and diverse following.

Any arts organisation can parachute in and temporarily ameliorate deprivation, but only one with a sustained strategy can help reverse it. The Barons do this by finding allies with the same objectives, attracting new people to Govan, continually being a conduit for local creativity and paying people who actually live here to deliver goods and services.

A glorious plan was set for 2020, and then Coronavirus happened. They managed to do an orchestral flash mob round Govan on the 13th March, then it was game over. They have retained their facilitators for Musicians in Exile to work with everyone online. Whilst producing some nice music videos, they all suffer from the fact that working online creates four times the work for a quarter of the impact. However, just to keep everyone motivated, mentally well and together, this move has proven successful.

Sunny Govan 103.5 FM asked to do a weekly show on Sundays at 8pm, which is called Quarantine Classics, mixing classical music with local musings and information. Radio has been vital during

lockdown for disseminating information and bolstering mental health, as so many people in Govan have no internet access. This makes the typical response of multiscreen videos from musicians' living rooms somewhat redundant.

The Food of Love Gigs are their response to the rapidly decaying situation in Govan. Many vulnerable people who had put so much work into building personal resilience were set back. Salvation Army, Unlock Employment, Govan Youth Information Project, Make, Do and Grow and Govan Housing Association have been touring the streets every weekday since lockdown giving free food, sanitary products, WiFi, toys and info to residents. The Barons brought in one player wearing a face mask to play at Govan Cross on Wednesdays to cheer everyone up. Local feedback confirmed that this move was a great escape from the despair of reality.

It would be inappropriate to suggest that the group have grown through lockdown, as the suffering inflicted on many during this time is tangible. But they are making the best of it, and reaching people through radio, internet and live performances that they otherwise wouldn't have found.

The developing skillset keeps this organisation as agile as possible so that they can fashion Barons-shaped jigsaw pieces together that someone may bring into their lives for the duration of a concert or maybe longer, and grow into something special for their personal story.

Further Information:

If you have any questions regarding The Glasgow Barons please contact Paul MacAlinden at The Glasgow Barons (theglasgowbarons@gmail.com).

www.glasgowbarons.com

All presentations and materials for the above workshop are available on the SURF Website at: <https://www.surf.scot/surf-awards/surf-award-shared-learning-events/>

Information on all 15 shortlisted projects can be found in the [SURF Awards Publication](#).

End of paper

Emma Scott, Information, Communications and Events Officer

October 2020

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