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## PLACE MAKING – NEXT STEPS

Report by Service Director Customer & Communities

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### SCOTTISH BORDERS COUNCIL

26 AUGUST 2021

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#### 1 PURPOSE AND SUMMARY

- 1.1 **This report provides an update on progress in implementing the recommendations of the Place Making report considered at the Council meeting in February 2021. It proposes a framework – based on initial engagement with Area Partnerships and partner organisations – for transforming joint working with Communities across the Borders.**
- 1.2 Our experience of joint working with Partners and Community Resilience Teams during the pandemic showed how small but significant interventions could come together to improve people’s lives.
- 1.3 The proposals set out in this report aim to build upon that experience, and the lessons learned, to transform the working relationship between the Council and the communities it serves.
- 1.4 The proposals also build on the *Place Principle* agreed between CoSLA and the Scottish Government, in particular:  
  
***A more joined-up, collaborative and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.***<sup>1</sup>
- 1.5 The aim of the proposals set out in this report is to make the Place Principle a reality for people in our communities and provide a baseline for how we recognise and value the importance of place in the way decisions are made. It provides a challenge to the assumptions that are made about places without community participation. It does this by asking for answers to straightforward questions before decisions are taken about what to do and what to stop doing.
- 1.6 In February this year, Council agreed outline proposals for a phased approach to place making community engagement. This report sets out progress from the first, preparation and planning, phase and makes

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<sup>1</sup> CoSLA Place Principle February 2019

proposals for the next phase based on engagement with, and feedback from, Area Partnerships and Community Planning Partners.

## **2 RECOMMENDATIONS**

### **2.1 I recommend that Council:-**

- (a) Note progress since February Council and the feedback from Area Partnerships summarised at Section 4 and detailed in Appendices 1 to 5.**
- (b) Endorse the proposed draft joint principles set out in Section 5 for discussion and refinement with Area Partnerships and Partners.**
- (c) Endorse the proposed Framework set out in Section 6.**
- (d) Endorse the proposed draft criteria set out in Section 7 for prioritising community-based place making activity and the associated proposed communities identified through Table 4, again, for discussion and refinement with Area Partnerships and Partners.**
- (e) Support proposals in Section 8 on how SBC resource will be deployed to support this work in a way that supports and complements partnership and community resources.**
- (f) Agree how Service Redesign activity, as agreed at the Council meeting in June 2021, will form part of the proposed Place Making arrangements as set out in Section 9 of the report.**
- (g) Agree the next steps and outline action plan set out in Section 10.**

### 3 BACKGROUND & CONTEXT

#### Place Context

- 3.1 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 self and belonging. Having a real say in what happens to our place empowers who we are and who we can be.
- 3.2 The response to the Covid-19 pandemic has highlighted the importance of local community resilience and the potential of local places to act effectively and collaboratively in both identifying and addressing local needs as well as supporting our fundamental wellbeing.
- 3.3 Making change happen at scale is complicated and difficult. However, focussing in on a specific place, its communities and partners, provides a more manageable setting to engage and take effective action.
- 3.4 Place-based approaches simply provide a practical mechanism to ensure that:
- a) changes made in a place are relevant to that place;
  - b) change benefits all the people in a place.
- 3.5 The proposals set out in this report aim to build upon the experience and lessons learned from joint working over the pandemic and to transform the relationship between the Council and the communities it serves.
- 3.6 The proposed framework also builds on the *Place Principle* agreed between CoSLA and the Scottish Government, in particular:
- A more joined-up, collaborative and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.<sup>2</sup>*
- 3.7 The aim of the proposals set out in this report is to make the Place Principle a reality for people in our communities and provide a baseline for how we recognise and value the importance of place in the way decisions are made. It provides a challenge to the assumptions that are made about communities without their participation. It does this by asking for answers to straightforward questions before decisions are taken on what to do, and what to stop doing.
- 3.8 At a Scottish and UK level, the policy context for Place is strengthening. *Place*, together with *inclusive growth* and *net zero transition* are at the core of investment decision making and funding programmes. The *Levelling-Up Fund*, *Community Ownership Funds* and *Place Based Investment Programme* as well as the future *Shared Prosperity Fund* all have Place as a core component. At a regional level too, Place is a critical element of the South of Scotland Economic Strategy, an explicit component of the

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<sup>2</sup> CoSLA Place Principle February 2019

Borderlands Inclusive Growth Deal and the future direction of health and social care.

- 3.9 The timescales associated with these programmes will not be consistent with a uniform roll out of place-making across the Scottish Borders. A pragmatic approach is needed which recognises this and makes the most of available opportunities balanced with the continuing financial constraints experienced by both the Council and its partners. This will mean a prioritised and focussed approach to ensure that finite capacity and resources are used to best effect.
- 3.10 Locally, as well as building on the positive experience and lessons learned from joint working during the pandemic, the proposed framework builds on our Fit for 2024 ambitions for enhanced community engagement and participation, our commitment to community planning and our moves to strengthen the role of Area Partnerships.
- 3.11 The framework also seeks to recognise and build on existing community-led, collaborative plans and initiatives.
- 3.12 Initial outline and phased proposals for Place Making Engagement were agreed by the February Council and discussed at Area Partnerships in March this year. This report sets out progress from the first, preparation and planning, phase and makes proposals for the next phase based on engagement with and feedback from Area Partnerships and Community Planning Partners.

## **4 FEEDBACK FROM AREA PARTNERSHIPS**

- 4.1 Over Summer, each Area Partnership was engaged in an open, facilitated discussion by Scottish Futures Trust to identify key issues, learning from Covid and success criteria to inform a successful approach to working with communities to agree priorities. In addition to Area Partnership conversations, there were discussions with key partners, regional stakeholders and council officers to shape-up the approach. Appendices 1 - 5 contain an authentic capture of Area Partnership discussion, using the words and insights shared by people in the conversations.

### **Themes**

- 4.2 Across the conversations, a number of themes emerged around why a more joined-up and more co-produced approach to prioritising shared action is necessary:
- a) *Retain and attract population* - Creating more chances for young people to choose to live well locally, equitably, with progression and creating a place which attracts more people and businesses to locate, grow, invest and work in the Borders communities
  - b) *Diversify population* - Creating more experiences, infrastructures, connectivity and housing to support different life choices, for different age groups, individuals, groups and communities to strengthen the population of existing Borders places.

- c) *Recognise diversity* - Work with the differences in scale, character, rurality and function of the different places across the Borders and validate the skills and contributions of young people and the capacities of community and voluntary sector in shaping the life and resilience of local places by supporting this participation with relevant opportunities, support and infrastructures
- d) *Tackle inequalities* - Address existing in places and communities of interest, new vulnerabilities and hidden harm created by Covid and target action to address the underlying issues and support in shaping change
- e) *Strengthen support* - Build on successful resilience partnerships, scaling up the sharing of responsibilities and interventions between communities and partners around local priorities.
- f) *Reshape wellbeing* - Build on the commitment to a human rights approach to health and social care, and position wellbeing as a central ambition of all investment in all places to create more joined-up, more local, more resilient care.
- g) *Grow voice and choice* - Build more opportunities and more spaces for more people to contribute to shaping local agendas, supported by different relationships, technology and infrastructure choices.
- h) *Empower community* - Make it easier for communities to take ownership of resources, information, assets and services to lead change at local level, with simpler, clearer and more transparent feedback loops to enable communities to see how inputs at local level are driving strategic change.
- i) *Intergenerational connection* - Create more opportunities more often in more places to connect across generations, addressing shared interests and capabilities and tackling shared issues of loneliness, isolation and wellbeing.
- j) *Green futures* - Capitalise on the beauty and diversity of the landscape, technology and learning from new ways of working to accelerate net zero transition and climate conscious behaviours and, more widely, to support the development of sustainable behaviours.

## **Priorities**

4.3 A key learning to emerge across the conversations is around the process of shaping and delivering on priorities. Priorities for shared action, based on the engagement, will include consideration of:

- a) Overarching priorities, including climate change and net zero transition, equity and social renewal which cut across all communities and partners in all places.

- b) Established critical priorities, including agreements and policies that have already secured community, partner and Council support driving sustained action and investment.
  - c) Place specific priorities based on local need, capabilities and ambition to shape relevant local choices to live well locally.
  - d) Emerging priorities, including strategic changes to policy, service, investment and business transformation at national, regional and local level.
- 4.4 The key issue identified, across these different levels, is transparency and clear narrative and process for shaping and agreeing the balance of priorities.
- 4.5 Recognising that different communities have different needs, capacities, vulnerabilities and pressures, the engagement pointed to different focus areas for shared action by the Council and its partners in terms of:
- a) Support – Early stage facilitation and capacity building to identify local needs, ambitions and priorities, building local capacity and connecting opportunities for early wins
  - b) Intervention – Implementation advice and support for communities who have co-produced a clear narrative for change, and a programme for action
  - c) Collaboration – Alignment of stakeholder initiatives, policies, change plans and investments around agreed, critical and emerging needs
  - d) Simplification – Process simplification and simplification of access to joined up, relevant local and strategic information using online, locality and central resources

## **5 PROPOSED JOINT PRINCIPLES**

- 5.1 A series of proposed joint principles are set out below to guide place-making activity. These include the following principles which emerged through the engagements:
- a) Capture and use learning from Covid
  - b) Align services, plans and action with local needs and priorities
  - c) Simplify processes to make it easier for people and partners to access information and shape decisions
  - d) Work with and support communities at the earliest opportunities and create genuine partnership approaches
  - e) Accelerate action
  - f) Support and strengthen informal networks and early intervention
  - g) Use a mix of Wellbeing, Economy and Borders relevant measures which focus on shared impact and support partners on the use and analysis of data.
- 5.2 In addition to the above it is proposed to add:

- a) Community Action Plans or Place Plans (see section 6 below) should be community-led and based on Community Council boundaries or combination of Community Council boundaries.
- b) Inclusivity - not just the loudest voices – place making, plans and projects need to evidence inclusive engagement and support.
- c) Equity – Our approach should be equitable across Localities, rural and urban communities.
- d) Locality Plans – at an Area Partnership level, there should be a single Locality Plan for each Locality which should be led and owned by Area Partnerships and which should be built on Community Plans as well as reflecting the wider strategic priorities at both regional and national levels.
- e) Mutual trust, respect and transparency and an understanding of each other’s remits, capacities and constraints.
- f) Mutually agreed priorities, plans and actions.

## **6. PROPOSED TARGET PLACE MAKING FRAMEWORK**

- 6.1 This section sets out a proposed framework for place-making and is based on emerging work by the Scottish Futures Trust. It supports of the national Place-Based Investment Framework which provides a consistent means of identifying and prioritising local *action*, aligning resources and putting arrangements in place to ensure success.
- 6.2 The proposed framework is based on a series of 11 questions supporting 3 key components or outputs:
- a) A Place Narrative – an authentic common narrative
  - b) Place Actions – a shared action plan
  - c) Place Oversight – a meaningful oversight structure

These questions (see tables 1 – 3 below) are designed to understand the fundamental nature of a place, the reasons why it needs to change, what its future should be, how separate activities will dovetail into an overall programme for change and how collective leadership will be realised and sustained.

- 6.3 In effect, the framework sets out the likely foundation information requirements needed by funders to support projects. It is recognised that some programmes will have more rigorous requirements – i.e. the Borderlands programme sets out specific requirements for not only place plans but also supporting business cases following the Treasury Green Book process.

### **Place Narrative**

- 6.4 Many communities have already been the subject of a variety of different exercises designed to derive local plans. A lot of information and documentation already exists and there are already a number of different organisations, tools and techniques to support this kind of work. The purpose of the Framework is not to prescribe what the scope of a place narrative should be, nor undermine local action or accountability. Instead,

the Framework sets out consistency around the questions to be addressed in all places by all partners. How the questions are addressed, what content and methods are used is a local decision drawing on local contexts. It is likely that some communities may already have plans that fit with the framework.

6.5 The key questions to drive the Place Narrative are set out in Table.1 below.

**Table 1: Place Narrative Questions**

|  |
|--|
| <b>1. Why is change needed?</b>  |
| a) <i>What kind of place is this?</i> The current lived experience of a place. How a place sees itself– its issues, challenges, and opportunities.           |
| b) <i>Why does it need to change?</i> What is most important to that place and why. Their priorities and the different outcomes that are necessary.          |
| c) <i>What should the future be?</i> A different scenario for that place. Their hopes and aspirations, and their key criteria for success.                   |
| <b>2. Where do things need to change?</b>  |
| a) <i>What are the defining features?</i> The key physical aspects of a place. How the built and natural environment shape local possibilities.              |
| b) <i>Where are the greatest needs?</i> Locate those areas and communities with the greatest inequality that need support, resources and investment.         |
| c) <i>How are assets used?</i> The range of assets in a place and the services they provide to their communities.  |
| <b>3. What changes will make a difference?</b>   |
| a) <i>What is currently going on?</i> The range of current activities underway across communities and their connections.                                     |
| b) <i>What is currently planned?</i> The pipeline of current commitments and the changes under active consideration across stakeholders.                     |
| c) <i>What needs to happen?</i> Highlight what is missing and target the gaps that need to be filled, their order of doing, and who needs to take ownership. |

## Place Actions

6.6 The Place Actions set out the programme delivery – i.e. a *Purpose* confirming the programme objectives, a *Plan* with a clear route map for how to make things happen and an accountable programme *Structure* to oversee the process. The output is a clear way forward which answer some practical questions, and informs:

- a) Which relevant national and local policy *priorities* support a compelling case for change and resourcing
- b) How proposed actions fit together within wider system change *programmes*
- c) A coherent and credible pathway to *delivery*

6.7 The key Place Action questions are set out in Table 2 below.

**Table 2: Place Action Questions**

|   |
|---|
| <b>1. Purpose: What are our objectives?</b>   |
| a) <i>What are the key outcomes?</i> The specific objectives that individual and collective investments will deliver.     |
| b) <i>How will we measure success?</i> A clear articulation of the observable, reported, or quantifiable impact expected. |
| <b>2. Plan: How are we going to do this?</b>  |
| a) <i>What's the route map?</i> What needs to happen, when and by whom.   |
| b) <i>What resources do we need?</i> The inputs required – people, funding, assets, support – to deliver the plan.        |
| <b>3. Structure: How do we organise ourselves?</b>  |
| a) <i>What's the right programme structure?</i> Sustaining collective leadership accountability, and participation.       |

## Place Oversight

- 6.8 In order to give common purpose to local, regional, national, public, private, community and third sector partners, and to deliver a programme of varied activities over a long period, there needs to be the equivalent of a local programme board.
- 6.9 For this local oversight to be meaningful and effective it needs to create the governance framework necessary to provide:
- an Authorising Environment which has the support and trust of partners and the terms of reference to make appropriate decisions on their behalf;
  - a Stakeholder Engagement process which is transparent, well managed, and offers meaningful, empowered opportunities to influence decisions;
  - Policy Assurance that what is being done is for the right reasons and in the right way with the right outcomes.

6.10 The key questions to drive Place Oversight are set out in Table 3 below:

**Table 3: Place Oversight Questions**

|   |
|---|
| <b>1. Focus</b>   |
| <i>What are our agreed shared <b>principles</b>?</i> The core criteria for what we do and how we work together.                                   |
| <b>2. Approach</b>  |
| <i>How will we provide <b>assurance</b>?</i> A governance and operational framework that partners, stakeholders and funders can endorse.          |
| <b>3. Change</b>  |
| <i>What are our priorities for change?</i> A clear statement of what is most important, why that is, and how choices will be made.                |
| <b>4. Propositions</b>  |
| <i>How will we gain <b>approvals</b>?</i> Respecting and ensuring that the requirements of partners are being met, individually and collectively. |
| <b>5. Impact</b>  |
| <i>What are our means of <b>evaluation</b>?</i> Learning from the changes we deliver and their impact on the ground.                              |

**Fig. 1: Overview of the Framework in Community Planning Context**



- 6.11 As per the February Council report, at a Locality level, it is proposed that the Area Partnership will form the locality programme board and have ownership and oversight of the Locality Plan and the prioritisation and

delivery of place making activity and action. A terms of reference for this role will be drafted for the Area Partnerships for agreement. Figure 1 above shows an overview of how the proposed framework sits within the wider context of the Community Planning arrangements and the iterative relationship between each.

## **7. IDENTIFYING STARTER COMMUNITIES**

- 7.1 The aspiration is that every place and community will be encouraged to develop its own vision and plan for the future. Realising and sustaining this ambition requires a long-term programme with timescales measured in years rather than months. This report is intended to be a step in developing that programme and recognises that we can't cover all communities at once. We need to focus collective resources to make practical progress now and build on existing related activity across the localities while we develop and agree a longer-term programme of work. To assist this work the Council is putting additional resources in place in each local area partnership (see Section 8 below) that, together with partner organisations, will:
- a) Support Communities with Place Plans. This includes communities that already have Local Place Plans/Community Action Plans in place and in line with the framework set out in Section 6 above and that have related projects ready to progress
  - b) Assist and Support Funding-Ready Projects - Deliverable projects that have clear support from communities, and which meet the eligibility criteria for live or anticipated place-based funding programmes (e.g. Levelling-Up Funds, Community Ownership Fund, Place Based Investment Funding)
  - c) Support rural and disadvantaged communities with their development aspirations. Many of these communities have very limited capacity
  - d) Assist Council Service Redesign with communities – In line with the June Council report on Service Redesign, those Communities that are ready to begin engagement over the future shape of services in their community
- 7.2 In addition, there will be a need for the Council to become more involved in supporting place- and community- based regeneration. The limitations in its financial, staff and other resources means that the Council must prioritise places and communities for this support.
- 7.3 In terms of prioritising place the focus of Scottish Borders Council's work has been on the town centres of the larger towns in the Scottish Borders. This is because town centres are at the heart of communities, generate income and spend in their local economies, and help to make their towns, distinctive and special for both residents and visitors. To provide an objective basis for prioritising public sector interventions and investments in town centres the Council's Executive Committee agreed at its meeting on 4 October 2016 to adopt a new Towns Centre Resilience Index.
- 7.4 The Index provides a snapshot of the relative socio-economic health of each town based on a range of regularly collected statistics. This Index has been highly regarded by both officials in the Scottish and UK Government's as a way of prioritising towns and town centres for regeneration and has been

the basis for thinking objectively on the prioritisation of places within Borderlands Inclusive Growth Deal's place programme. This programme with its limited resources is to initially prioritise Jedburgh, Hawick, Eyemouth and Galashiels for investment through the development of Place Plans.

- 7.5 It is recognised that there is scope to further develop a second Index to measure the economic and social health of small settlements in the Scottish Borders. It is planned to undertake this work over the coming months. This would include settlements such as Duns, Coldstream, Chirnside, Reston, Lauder, Earliston, St Boswells, Newtown St Boswells, Newcastleton, Walkerburn, Innerleithen and West Linton. The major challenge will be the identification of meaningful statistics for these settlements.
- 7.6 Apart from this focus on regeneration, the Council will continue to support places and communities in managing the pressures of economic and demographic growth. The main places which are seeing this impact are Tweedbank (the Borders Railway and investments being made in industry and housing through the Edinburgh and South East Scotland City Region Deal, Tweeddale (through visitor and new investments associated particularly with mountain biking and outdoor recreation), Reston (the new railway station and development pressure arising from this) and Newtown St Boswells (the planned expansion of this settlement).
- 7.7 The above suggest 5 criteria that could be used to shortlist an initial set of communities – across the 5 Localities – where finite resources could be focussed on initial place making activity:
- a) Town Centre Index – (see 7.3 and 7.5 above) and the communities identified from this as the initial focus for Borderlands
  - b) Existing Local Place Plans – (see 7.1a above) the plans identified in table 4 below were identified from the 5 current Locality Plans and will need to demonstrate fit with the framework set out in 6 above.
  - c) Funding-Ready Projects – (see 7.1b above) Those projects which can demonstrate community support and which fit the timescales and eligible criteria of live or imminent funding programmes
  - d) Economic & Demographic Growth – (see 7.6 above) communities within or neighbouring areas of economic growth
  - e) Capital Investment – communities where there are significant capital investments such as investments in the Learning Estate, Flood Protection, Infrastructure, Conservations Schemes as well as private sector investments.
- 7.8 Table 4 below uses these criteria to suggest 10 communities across the 5 localities where finite resources can be prioritised. This recognises the existing commitment to those communities initially identified as part of the Borderlands Inclusive Growth Deal (see 7.4) and aims to take an approach that includes all 5 localities.

**Table 4: Potential Shortlist Communities for initial place making activity**

| Locality            | Community                          | Town Centre Index | Existing Local Place Plans* | Funding-Ready Projects** | Economic & Demographic Growth | Capital Investment | Shortlist |
|---------------------|------------------------------------|-------------------|-----------------------------|--------------------------|-------------------------------|--------------------|-----------|
| Berwickshire        | Abbey St Bathans, Bonkyl & Preston |                   | X                           |                          |                               |                    |           |
|                     | Coldstream                         |                   | X                           |                          |                               |                    |           |
|                     | Eyemouth                           | X                 |                             | X                        | X                             | X                  | X         |
|                     | Reston                             |                   |                             |                          | X                             | X                  | X         |
| Cheviot             | Jedburgh                           | X                 | X                           | X                        |                               | X                  | X         |
|                     | Kelso                              |                   | X                           |                          |                               | X                  | X         |
| Eildon              | Earlston                           |                   | X                           |                          |                               | X                  |           |
|                     | Ettrick & Yarrow                   |                   | X                           |                          |                               |                    |           |
|                     | Galashiels                         | X                 |                             | X                        |                               | X                  | X         |
|                     | Heriot                             |                   | X                           |                          |                               |                    |           |
|                     | Newton St Boswells                 |                   |                             |                          | X                             | X                  |           |
|                     | Selkirk                            | X                 |                             |                          |                               | X                  |           |
|                     | Tweedbank                          |                   | X                           | X                        | X                             | X                  | X         |
| Teviot & Liddesdale | Burnfoot                           |                   | X                           |                          |                               |                    |           |
|                     | Hawick                             | X                 | X                           |                          |                               | X                  | X         |
|                     | Newcastleton                       |                   | X                           | X                        |                               | X                  | X         |
| Tweeddale           | Innerleithen                       |                   | X                           |                          | X                             | X                  | X         |
|                     | Newlands                           |                   | X                           |                          |                               |                    |           |
|                     | Peebles                            |                   | X                           | X                        |                               | X                  |           |
|                     | Tweedsmuir                         |                   | X                           |                          |                               |                    |           |
|                     | Walkerburn                         |                   | X                           |                          | X                             | X                  | X         |

\* Source-CPP Locality Plans (Jan 2020). There will be other plans not referenced here. All may differ in quality. All should be assessed against the framework set out in Section 6.

\*\* Mature projects that are ready to meet specific eligibility funding criteria, including timescales

7.9 With the exception of the Borderlands communities, this table is not intended to be prescriptive or exhaustive, rather it is put forward as a possible tool for Area Partnerships to decide where *initial* place making focus should take place in their locality while a longer-term, multi-year, and sustained programme covering all communities is put in place. To be clear, this does not mean that support to other communities would be switched-off, rather that this would help to focus and prioritise support.

7.10 To aid subsequent phases, the above criteria - along with a small settlements index - will be developed through engagement with Area Partnerships and applied to a table for all community council areas in each of the 5 localities - again this would be a tool for Area Partnerships to use in determining the next and future phases of place making as part of a longer multi-year programme.

## 8. RESOURCING PLACE MAKING

8.1 This section summarises the anticipated areas where resources are required to support and deliver place making activity. This includes how SBC resources could be deployed and the work needed to map out the collective partnership resource that supports place making.

8.2 Engagement over the Summer underscored the broad range of resources from different organisations - from Community Groups, the 3rd sector, Community Planning Partners as well as the Council - involved in place making-related activity.

8.3 Future resourcing falls under four broad headings:

- a) **Local Support** - Front-line resource to support community relationship building, capacity building and signposting

- b) **Local Capacity** – Third-sector, voluntary and business resources operating at local level partnering with communities to build skills, awareness and capacity for action on specific projects and plans
- c) **Technical Capacity** – Specific technical skills inputs on facilitation, stakeholder engagement, programme design, feasibility and funding
- d) **Executive support** – Oversight and direction to align resources, partners and initiatives and a specific focus on accountability, transparency and equity

8.4 A key collective challenge is to ensure that partnership resources are aligned in a way that ensures that they operate in an optimal way – more than, rather than less than, the sum of their parts.

8.5 A matrix of existing and future resources and capabilities around the headings set out in the headings above will be developed with partners over autumn. The purpose will be to map out existing resources, identifying gaps, and determine how resources can best be co-ordinated and how they can be aligned to support Area Partnerships and their communities and the delivery of Locality Plans.

8.6 SBC have created nine new posts to increase local support capacity: Two Community Place Planning and Regeneration Officers, based in the Planning Policy & GIS service will support place making activity in target Borderlands and Economic growth communities. Five Community Engagement Officers) will be based with and combine with the Communities and Partnerships Team to increase local support to other communities across the five localities. In addition, the Council has created two further posts, a Climate Change Officer and a Green Space Programme Officer, who will also support place-making activity. Scottish Futures Trust will continue to offer technical support in terms of facilitation and engagement and programme redesign. Given the potential scale of this work in the short-term and recognising the benefit of having independent and experienced facilitators, it is recognised that additional capacity in this area of experience and skill will be needed and options for this are being progressed.

## 9 SERVICE REDESIGN

9.1 A joint report with Live Borders on Service Redesign was considered by Council in June this year. The report set out a series of principles and the case for change for seven inter-related service areas. Indicative opportunities for these services were suggested as a catalyst for engagement and it was agreed, subject to the recommendations set out in this report, that engagement with communities over service redesign should begin as part of place making at the earliest opportunity and that:

- a) engagement move at a pace agreed with each community
- b) proposals from communities would be brought forward for agreement as and when communities were ready to do so

9.2 To enable this communities will be approached, using a Citizen's Space questionnaire, enabling them to both self-assess their fit with the proposed framework set out in Section 6, and express interest in engaging in place making on the basis of service redesign.

- 9.3 Responses to the questionnaire would supplement the criteria (see 7.10 above) and assist Area Partnerships to prioritise further communities to take part in developing plans and actions in line with the framework as and when resource is available to enable this.
- 9.4 In parallel with this, engagement with service users will take place and this will help inform engagement with communities over service redesign.

## **10. NEXT STEPS**

- 10.1 Subject to agreement of the above by Council, it is further proposed that:
- a) The proposed draft principles and framework are presented to Area Partnerships and the CPP for refinement/discussion/agreement.
  - b) The proposed criteria and prioritisation Matrix are presented to Area Partnerships and the CPP for discussion and agreement.
  - c) A terms of reference will be drafted for agreement with the Area Partnerships in respect of oversight of the place-making, this will be mindful of the current review of Area Partnerships and will seek to provide a meaningful oversight structure in line with 6.8 – 6.11 above.
  - d) That, as Borderland Communities have already been agreed as part of the Borderlands Inclusive Growth Deal, Place Making activity be progressed in those communities and an initial facilitated engagement be scoped and progressed in line with the agreed Borderlands place programme.
  - e) Once agreed by area partnerships, initial facilitated engagement with the remaining communities identified in Table 4 will be scoped out and progressed.
  - f) An online self-assessment questionnaire, using Citizen's Space will be drafted and published on the Council's website. Communities will be invited to complete a self-assessment against the framework (Section 6 above) in terms of fit – and a simple online matrix based on the 11 questions set out in tables 1-3 above will be developed to enable communities to do this. The assessment would assist Area Partnerships to prioritise future Organic place making activity.
  - g) The same Citizen's Space questionnaire would be used to invite expressions of interest from Communities who wish to progress place making around service redesign. Again, the output would assist Area Partnerships to prioritise future Organic place making activity.
  - h) A matrix of current related partnership resources (including 3rd sector and community-based) will be completed to identify existing and future resource against the headings set out in 8.3 and identifying gaps, opportunities and developing recommendations on how gaps can be closed, how resources can best be co-ordinated and how they can be aligned to support Area Partnerships and their communities and the delivery of Locality Plans.
  - i) A smaller settlements index be drafted in line with 7.5 above
  - j) The prioritisation criteria identified at 7.7 be developed and applied across all Borders Communities to Assist Area partnerships in identifying communities for future phases when resources become available.
  - k) A schedule be developed to incorporate all potential funding streams and timescales and, through Area Partnerships, identify a pipeline of projects

which could be developed and which could direct and help prioritise further rounds of Place Making activity.

**Fig. 2 Indicative Next Steps Timescales**

| Actions  | Aug 21 | Sept 21  | Oct 21 | Nov 21 | Dec 21 | Jan 22 | Feb 22 |
|--|--------|----------|--------|--------|--------|--------|--------|
| Area Partnerships review/refine<br>• Principles<br>• Draft Framework<br>• Prioritisation   |        |          |        |        |        |        |        |
| Place Making Governance Term of Reference drafted and considered by Area Partnerships (Oversight)  |        |          |        |        |        |        |        |
| Community Planning Strategic Board<br>• Review Refine – Principles, Framework, Prioritisation & ToR  |        | Sept 9th |        |        |        |        |        |
| Borderland Place Making – Initial Facilitated Engagement   |        |          |        |        |        |        |        |
| Progress Place Making in Other Priority Communities (as agreed by APs)   |        |          |        |        |        |        |        |
| Develop Citizen’s Space online questionnaire for communities to:<br>• self-assess against Place Framework<br>• Expressions of interest in Service Redesign |        |          |        |        |        |        |        |
| Communities invited to complete Citizen’s Space questionnaire  |        |          |        |        |        |        |        |
| Mapping of Partnership Resources involved in Place-Making-related activity.  |        |          |        |        |        |        |        |
| Development of smaller settlements index   |        |          |        |        |        |        |        |
| Development of Criteria and Table to assist Area Partnerships to identify communities for further phases   |        |          |        |        |        |        |        |
| Develop a table of associate funding programmes and timescales and criteria  |        |          |        |        |        |        |        |
| Update to Area Partnerships  |        |          |        |        |        |        |        |
| Update & Next Steps (CPP Strategic Board & Council)  |        |          |        |        |        |        |        |
| Area Partnership Meetings  |        |          |        |        |        |        |        |

11

**11.1 Financial**

There are no immediate costs attached to any of the recommendations contained in this report.

**11.2 Risk and Mitigations**

- a) Resourcing – the successful development and delivery of the place making approach will require the appropriate resource and capacity. The report anticipates that a detailed review of shared resources will be undertaken to identify resources and gaps and make recommendations on how shared resource can be aligned to be effect and how gaps can be addressed.
- b) Buy-In – collective leadership and buy-in from all stakeholders groups is a condition for success. A co-productive approach to the development and implementation of the approach seeks to ensure buy-in at all levels.
- c) Expectations – while the approach seeks to identify local needs, ambitions and priorities, these need to be grounded in the reality of the changing and challenging financial landscape.
- d) Ensuring all voices are heard – it is important that the process enables all voices to be heard, not just the loudest and including those who are out with the main towns of the Borders. The proposed framework, the involvement of experienced and skilled independent facilitators as well as the oversight role of Area Partnerships aims to mitigate this risk
- e) Of not doing this – if we do not undertake this place making approach there is a risk that we do not make the best use of our resources, that we do not build on the opportunities and lessons learned from the pandemic and that our collective services do not address local needs effectively.

### 11.3 Integrated Impact Assessment

An integrated impact assessment has been completed. It is anticipated that there will be no negative impacts under either the Equality Duty or the Fairer Scotland Duty

### 11.4 Sustainable Development Goals

The proposals in this report contribute to Goal 3 – “Ensure healthy lives and promote wellbeing for all at all ages” by encouraging community involvement in planning, with partners, to identify actions that meet local needs and priorities.

### 11.5 Climate Change

The proposals in this report aim, as part of a Borders-wide and sustained engagement with communities, to contribute to net zero transition through the identification and delivery of a range of related projects including:

- Providing and enhancing local amenities and services
- Reuse and conservation of buildings and local assets
- Making use of existing or underused heritage assets
- Providing opportunities for food growing, recreation, education, skills development as well as health and wellbeing benefits.

### 11.6 Rural Proofing

Not applicable.

### 11.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

### 11.8 Changes to Scheme of Administration or Scheme of Delegation

Not applicable

## 12 CONSULTATION

12.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into this report.

### Approved by

**Name Jenni Craig**

**Title Service Director, Customer & Communities**

### Author(s)

| Name       | Designation and Contact Number |
|------------|--------------------------------|
| James Lamb | Portfolio Manager              |

**Background Papers:** [insert list of background papers used in compiling report]  
**Previous Minute Reference:** [insert last Minute reference (if any)]

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

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