After a warm welcome from City Council leader Cllr. Jill Shimi, three excellent morning speakers lifted the vision and enthusiasm of the 140 delegates gathered in the West Park Centre in Dundee.

- Zoe Van Zwanenberg of the Scottish Leadership Foundation provided some clear and stimulating thoughts on leadership styles and models.
- Jack Davies spoke with great enthusiasm and insight on the practical application of leadership in the large-scale regeneration work he is responsible for as Chief Executive of the South Kilburn New Deal For Communities project.
- Stirling Council’s Chief Executive, Keith Yates, brought into focus the leadership role of a Scottish Local Authority in the context of Community Planning.

Both Jack and Keith put a strong emphasis on the practical and political benefits of ensuring that local community representatives can have an effective role in the decision making process. This was reiterated by the Deputy Minister for Communities, Johann Lamont, in her speech to the plenary session. However, by then some real concerns from some of the community delegates in the earlier sessions had turned into the main topic of discussion. They highlighted the gap between the continuing, and welcome rhetoric on communities being ‘at the heart of the decision making process’ and the less than encouraging reality that many community representatives are experiencing, particularly in the SIP/CFP transition process.

Community representatives at the conference, and others involved in SURF’s Community Planning Network, have been frequently signalling that they are becoming increasingly confused and frustrated by the encouragement to get involved, and the reduction in opportunities to do so in some of the emerging Community Planning Partnership arrangements. The difficulty seems to be greatest for many of the more experienced community representatives who have become used to the idea of equal rights and responsibilities within the existing SIP boards, many of which operated as companies with all partners operating collectively under Company law.

This issue is in danger of obscuring some of the much bigger benefits for communities that might be gained through accessing the commitments and mainstream budgets of the main Community Planning partners. These are still being laid out via the very positive process of developing the Regeneration Outcome Agreements that all Councils are obliged to produce as part of their CPP leadership role.

Closing the reality gap
SURF will be continuing to support the exchange of information and debate through its Community Planning Network (see our Network Officers report on this work on page 14). We are also talking to colleagues in Communities Scotland and particularly the SCR to see how we can help develop the discussion and hopefully help close the gap. As usual your comments, and particularly your participation, will be very welcome. Contact SURF at andymilne@scotregen.co.uk
From the chair

Having seen Alasdair Gray painting away, unobserved by most people, at the recent ‘Tipping Point’ conference in Glasgow I was reminded of his comment, that “The world is divided into two types of people - those who divide the world into two types of people and those who don’t.”

Reflecting on this at the SURF awards, it occurred to me that SURF is an organisation that doesn’t. This may seem a strange conclusion, given that the whole point of an awards scheme is precisely that, to divide the world into winners and, presumably, losers. Not so. SURF is more subtle than that crude distinction implies.

The point of the SURF awards is to recognise what is best in urban regeneration in Scotland and to challenge other organisations, their funders and supporters, to come up to that standard. To copy, steal, imitate, develop, extend, expand, learn from and otherwise suck the lessons from those projects so that we can all benefit. But, if we want to encourage the winners to be open about the reasons for their success and to share that expertise, then we should also have the courage of our convictions and continue to invest in and develop those winners so that they can go onto more successes. Communities Scotland could, for example, offer automatic support from Futurebuilders Scotland to all SURF award winners.

Looking back to those who have inspired us in 2004 is good because it is important to recognise those achievements and to see that they are not isolated or ignored. Looking forward to 2005 it is also important to recognise the difficulties and challenges that we still face, some that are beyond our control, some that we can influence or at least anticipate.

Despite the fact that there will be an election in the UK, and that the policies outlined in that election will have an effect on Scotland’s regeneration agenda, there are many things that we can drive forward independently of the timing and result of that election. It is critical that the focus on poverty is driven forward, that community planning starts to deliver the results it was set up to achieve and that the arrangements between Communities Scotland and the two enterprise networks result in coherence and commitment on inclusion and regeneration, not confusion and institutional constipation.

SURF will continue to contribute to the conversation about regeneration through its events, networks, publications and through the work of the new academic panel (see page 3) and looks forward to collaborating with both old partners such as the Centre for Regeneration and with new partners such as the Centre for Confidence and the Social Enterprise Academy. With a new Minister and Deputy recently in place, there is the potential to revise and fine tune some policy areas without changing the overall strategic direction. SURF and its supporters remain willing conscripts for these battles.

Editorial

First of all an apology for the delay in the production of this 29th copy of Scotregen, but in all honesty its been a very busy time at SURF over the last three months what with our Annual Lecture, our Conference (see page 1) and the SURF Regeneration Awards 2004 (page 8). On top of that we have continued the development of our Community Planning Network (see Edward Harkins report on page 14) and supported the emergence of SURFs Academic Panel (page 3). We also organised some detailed discussions on financial inclusion work with the commercial banking sector.

We got some good feedback on the last issue, and on our ’Making Waves’ section in particular where we try to give expansive space for potentially contentious views. There has been a continuing stream of reports highlighting the extent of the regeneration challenge for Glasgow over recent months and Cllr Charlie Gordon will use the ’Making Waves’ pages in our next issue to give his views on the role of Glasgow City Council and key partners in addressing the challenge.

If you have any views or responses to anything you see in Scotregen or points you want to get over to our wide regeneration Network please let us know. SURF is intended to provide a space for independent debate. We don’t have to agree but let’s at least debate the issues and potential solutions.

Some of those potential solutions are also highlighted in this issue eg Community Development Trusts (page 5) and supporting Enterprise in the third sector. SURF will be continuing to promote information, positive debate and better regeneration policy. If you want to help us do so by getting involved in our events or contributing to the next issue of Scotregen please contact me at andymilne@scotregen.co.uk
SURF has teamed up with some of the leading, regeneration focused academics to bring added value to regeneration policy development in Scotland. SURF’s new Academic Panel will link the research resources of universities in Edinburgh, Dundee and Glasgow with its own extensive network of practitioners and policy makers.

The intention is to support the practice based information and views, that SURF’s networking brings forward, with academic evidence. In this way SURF hopes to add weight to proposals for more effective regeneration policy development.

The panel consists of:

Prof. Glen Bramley  
Centre for Social Inclusive Services, Heriot Watt University

Prof. Robina Goodlad  
Glasgow University, Scottish Centre for Research on Social Justice

Prof. Ade Kearns  
Glasgow University, Department of Urban studies

Prof. Greg Lloyd  
The Geddes Institute, Dundee University

Prof. Ron McQuaid  
Napier University

Ian Wall  
SURF Director, (The EDI Group)

Colin Armstrong  
SURF Director, (The Wise Group)

Derek Williams  
SURF Director, (JRF- Associate member)

Andy Milne  
SURF Chief Executive

Its remit is:

To provide a mechanism for linking regeneration related policy, practice and study with the following aims;

Communications:
• To assist relevant academics to ‘catch up’ on colleagues current relevant work and on practitioners’ current concerns.
• To establish/enhance a network of academics and practitioners and to increase sharing of information on research activity and contacts.
• To explore mutually beneficial use of respective web sites and newsletters

Practical:
• To further enhance SURF’s policy/practice examination and reflection process.
• To support and encourage relevant and good quality research.

Strategic:
• To explore potential links to students’ courses.
• To assist in providing guidance for targeting PhD and Masters level research.
• To seek to link PhD and Masters resources to regeneration projects for potential research and evaluation purposes.
• To more effectively link monitoring and evaluation to practice.
• To encourage appropriate and longer term monitoring and evaluation processes of regeneration initiatives.

In its first year the panel plans to:

• Establish and maintain a profile through a regular Academic Panel page in the quarterly Scotregen journal. (This is the first of what is planned to be a regular update on the work of the panel for SURF members and contacts)

• Confirm a range of topics which policy makers are interested in developing and prioritised these for examination by the panel.
• Seek to secure new funding for a research project focusing on one prioritised, regeneration policy/practice topic.
Here is a list of some of the relevant pieces of research that SURFs Academic Panel members are currently involved in, or have recently completed:

**NAPIER UNIVERSITY, EMPLOYMENT RESEARCH INSTITUTE**

- **Working Together For Employment And Social Inclusion In Edinburgh - A Baseline Study**
- **Capital City Partnership**
  http://www.napier.ac.uk/depts/eri/research/ccp.htm
- **Evaluation of the Working for Families Programme**
  http://www.napier.ac.uk/depts/eri/research/wff.htm
- **Scottish Workforce Empowerment for Lifelong Learning (SWELL) Evaluation**
  http://www.napier.ac.uk/depts/eri/research/swell.htm

- **EMIRES: Demand Responsive Travel and Employment**
  http://www.napier.ac.uk/depts/eri/research/EMIRES.htm
- **Evaluation of Coalfields Regeneration Trust (CRT) SKILLSbuilder programme.**
  http://www.napier.ac.uk/depts/eri/research/crtsb.htm
- **Review of Local Exchange and Trading Schemes (LETS) and Timebanks in Scotland**
  http://www.napier.ac.uk/depts/eri/research/lets.htm

**HERIOT WATT - CRISIS: CENTRE FOR RESEARCH INTO SOCALLY INCLUSIVE SERVICES**

- **Fife Social Justice Analysis System – Policy and Organisational Development**
  Review of concepts and methods relating to area analysis of spending and needs, to support Community Planning and Budgeting in Fife. Sept 2004 to April 2005
- **Effects of Homeownership on Educational Attainment of Children in Deprived Neighbourhoods**
  Pilot study to determine the extent to which homeownership affects children's educational achievement in selected areas in Scotland and England. January 2004 to early 2005
- **Sub-prime lending and sustainable owner-occupation: a scoping study**
  Scoping study to establish the scale of sub prime mortgage lending in the UK, the terms and conditions offered, and possible impacts on households. November 2003 to autumn 2004

**DEPARTMENT OF URBAN STUDIES, UNIVERSITY OF GLASGOW**

- **Population Turnover and Area Deprivation**
  Funded by the Joseph Rowntree Foundation; completion, late summer 2005. Contact N.Bailey@socsci.gla.ac.uk
- **Lessons for Community Planning from thematic SIPs: a comparative review of evaluation reports**
  Funded by Communities Scotland; completion Spring 2005. Contact R.Goodlad@socsci.gla.ac.uk
- **Where there’s Muck there’s no Brass**
  An analysis of environmental services in deprived neighbourhoods. Funded by the Joseph Rowntree Foundation; completion, late summer 2005. Contact A.Hastings@socsci.gla.ac.uk
- **State of the Cities Report 2005**
  An analysis of economic, social and environmental trends and policies in English cities. Funded by ODPM. Completion Summer 2005. Contact I.Turok@socsci.gla.ac.uk
- **An analysis of Scottish Homes stock transfer**
  Funded by Communities Scotland. Contact K.Kintrea@socsci.gla.ac.uk
- **Review of the Evidence on Mixed Communities**
  Carried out by the ESRC Centre for Neighbourhood Research. Funded by ODPM to support its postgraduate research programme on Sustainable Communities. Contact: r.atkinson@socsci.gla.ac.uk

**DUNDEE UNIVERSITY – GEDDES INSTITUTE**

- **Monitoring and evaluation of the area based Social Inclusion Partnerships in Dundee**
  (Dundee Partnership) - The Geddes Institute
- **An Evaluation of the Abbeytext Project**
  (Scottish Association for Mental Health) Deborah Peel, Greg Lloyd and Bill Lynch
- **Fiscal Incentives for Urban Regeneration**
  (ESRC) * Greg Lloyd and John McCarthy 2002,
- **Cultural Quarters for Urban Regeneration: a comparison of practice in the UK**
  (Carnegie Trust) - John McCarthy
- **Urban Universities and Real Estate Development**
  (Lincoln Institute of Land Policy) * Deborah Peel
- **New Industrial and Commercial Facilities in National Park Areas: Size, Location and Design Considerations**
  (Scottish Executive) -Greg Lloyd, Barbara Illsley and J McCarthy, 2001. More information from Prof. Greg Lloyd m.g.lloyd@dundee.ac.uk or see the Geddes institute web site at http://www.trp.dundee.ac.uk/research/cpr.html
Sustainable communities need their own resources and effective ways of managing them for wider benefit. Angus Hardie explains how the Development Trust Association Scotland can support that goal.

Trust in the future

A relative newcomer to the community regeneration scene in Scotland, Development Trusts Association Scotland, has been spent its first full year trying to build a picture of where development trusts are operating, finding out what these organisations are doing and whenever possible, trying to persuade them to join up and become founder members.

What is a development trust?

Any community led, independent organisation that is concerned with local community regeneration and is engaged in enterprise and commercial activity to achieve these ends. Development trusts looks to become financially self-sufficient and reduce local dependency on short term grant funding.

What do they do?

The short answer is that they do whatever it takes. Development trusts are involved in a remarkably wide range of work that reflects the diversity of need and the challenges each of these communities face. Each development trust will have a different story to tell in terms of how and why they came into existence. For some, it was a single issue around which the community came together. For others, the formation of the trust came at the end of a very comprehensive local planning and needs appraisal.

For all trusts the drive to achieve a level of regeneration that can be sustained in the long term means that they look to become involved in activities that have the potential to generate income of their own. Many look to acquire assets – local buildings or land – that can be developed for local long term community benefit.

To give a flavour of the range of work that development trusts undertake:

Westray Development Trust – piloting some very innovative work around various forms renewable energy;

Strathfillan Community Development Trust – community owned housing;

Birse Community Trust – forestry, preserving local environmental and industrial heritage;

Govanhill Community Development Trust – workspace development, environmental improvement;

Uig Development Trust – running a post office, petrol station and shop;

Greater Easterhouse Environmental Trust – recycling enterprises and environmental maintenance contract for a major retail park;

Cumbrae Community Development Company – £4.7 million project to restore an important historic building and gardens. The list could go on and on. Some of these activities generate income and surpluses, other activities need to be subsidised. The common factor that links all these organisations together is that they are community led organisations that are looking to achieve long term sustainable improvement in the quality of life in each of their communities.

Where do they operate?

The vision of DTA Scotland is that there should be a successful development trust in every community in Scotland that wants one. Development trusts are active in all sorts of different community settings, but the experience of DTA Scotland to date suggests that there are currently many more development trusts in rural communities than in the cities. This may be because the development trust model, which is so firmly rooted in the principles of community self help and self reliance, is an easier “fit” with the traditions and expectations that currently prevail in the more remote and rural communities. There are however a number of highly successful urban development trusts and in many ways the cities offer an ideal environment in which development trusts can thrive – the availability of valuable assets, the presence of commercial opportunities, more potential development partners etc.

What does DTA Scotland aim to do?

DTAS aims to build a national network for development trusts by creating opportunities for those who work for or are involved in their management, to meet and learn from one another and to share their ideas and experience. It also provides help to communities that want to set up a development trust. In all this work a constant focus is on helping development trusts to improve the quality of what they do. As the membership grows, DTAS will begin to lobby on their behalf both with local and central government. Since its launch, DTA membership has grown quickly and currently stands at just over 50 members.

Interest in the development trust model is running high at the moment – both from communities who want to set them up and from government and other public agencies who are keen to see this happen.

A number of factors seem to be behind this:

• The imperative to ensure communities have a meaningful role in the community planning process
• Previous community regeneration initiatives criticised for not engaging with local communities
• Land Reform presenting communities with new opportunities to influence the local planning and land development process
• Increasing pressure on the existing pot of grant funding
• Government commitment to improve public services and open delivery up to the sector

For more information on any aspect of this article please contact DTA Scotland, 54 Manor Place, Edinburgh EH3 7 EH 0131 220 2456 email info@dtascot.org.uk www.dtascot.org.uk
In the last issue of Scotregen, Roland Hann and Steven Boyne argued for a stronger focus on the regeneration of Scotland’s towns. Here in a summary of their second report, they focus on the context and challenges for the urban landscapes that have played a significant part in Scotland’s industrial and social development.

Scotland’s Towns
The forgotten challenge

The former industrial towns

During the 19th and 20th Centuries, the growth in Coal, steel, textiles and significant changes in agricultural production, created Scotland’s industrial towns and sustained their expansion.

Subsequently, the decline of the industrial economy has contributed to their demise and the challenges they are facing today. However, they are still the places of residence for a significant number of Scotland’s population and often equal or even larger than Scotland’s new cities.

Water, access to raw materials and transport played a key role in their development. Greenock on the Clyde Estuary, for example depended on the heavy industry while Paisley, further inland, was a major textile industry centre. East of Glasgow we find the Lanarkshire coalfield and steel towns.

A proximity of housing and industry shaped their character and living conditions. However, today, the industries that supported these towns have largely ceased to exist, new roles to fill the vacuum have not been identified and large gaps have been left. This situation is reflected in the social situation of these towns and their ‘urban landscapes’.

Educational attainment and unemployment levels reflect the social situation.

As regards levels of education, many of the old industrial towns we examined fall considerably short of the Scottish average – compared to a Scottish average of 33 per cent, in Cowdenbeath, 43 per cent of 16 to 74 year olds have no qualifications or are not in full-time education, while in New Cumnock this figure is even higher at 58 per cent (GROS 2004). Comparing these figures to those for Scotland’s cities, only the old industrial cities of Dundee and Glasgow show the same low levels of educational attainment.

Unemployment in Scotland’s old industrial towns is between 11.9 per cent and 43.1 per cent higher than the Scottish average. With nearly 50 per cent of Scotland’s population living within the towns, the severity of the situation justifies a stronger policy focus.
The impacts on the urban landscape

The decline of the traditional industries and the demolition of industrial buildings has left its scars and often fragmented and disjointed townscapes.

Past and recent attempts to attract inward investment have not managed to fill the gaps and furthermore any business investment has primarily been focused on retailing.

This has increased traffic and the number of shoppers, but due to the lack of varied uses this has not contributed to the development of a new urbanism.

The sociologist Hartmut Haeussermann identifies as the four main characteristics of “urbanism”:
- the presence of a variety of people;
- activities and lifestyles;
- period and time differences in relation to building styles;
- and activities and value differences.

These characteristics can not be planned but have to develop over time.

Although dereliction and its associated negative images deriving from the industrial legacy and declining town centres have been identified as hindering development, new housing developments have, however, largely taken place on greenfield sites with no service and community links.

The situation is similar in connection with business parks. For example, while two new large business parks in Lanarkshire have been developed on greenfield sites, links to the towns in Lanarkshire do however not exist. Owing to their isolation from the surrounding communities, these business parks can be described as enclaves.

Windows of Opportunity

The question arises: where are the windows of opportunities in this spatial scenario for Scotland’s towns and their citizens?

A rethinking of the economic development strategies and a stronger focus on local resources and the towns could provide new opportunities. Attending to local issues has to be compared to the laying of foundations for new developments.

Architecturally, structurally, functionally and socially diversified urban townscapes, provide an environment that is attractive to residents and knowledge-based industries. The functioning of these industries depends upon employees having access to urban facilities that are compatible to their lifestyles and working cycles.

Changing the fortunes of Scotland’s economic development outside the cities requires a stronger focus on the urban environment and characteristics. We therefore argue that a focus on these elements and the effective use of local resources is essential for sustained development. A refocusing of development activity and investment away from greenfield sites to the core areas of Scotland’s towns is essential if long term social and economic benefits are to be achieved.

In our view the above discussion presents a strong case for a refocus of activities and investment towards the core urban areas of Scotland’s former industrial towns to create the complex and differentiated urban settings that enables urban activities and life to flourish.

- Roland Hann and Stephen Boyne.

References:
- Hartmut Haeussermann, Lebendige Stadt, belebte Stadt oder inszenierte Urbanitaet, in: Foyer III/95, pages 12 – 14

A full version of the above report is available to SURF members at www.scotregen.co.uk.

For more information on this series of reports on Scotland’s Towns – The Forgotten Challenge contact Roland Hann via: hanr.ps@btopenworld.com
The SURF Awards are all about celebrating success, and there were some substantial celebrations going on at the 6th Annual Regeneration Awards Dinner in the Radisson Hotel in Glasgow. Over 170 guests from different sectors across Scotland gathered to congratulate, not just the winners on the night, but all 73 projects that had been nominated for this years competition. Deputy Minister, Johann Lamont, who presented the awards, warmly commended all the work that is carried out by, and in co-operation with, local people responding to the needs and potential solution they see in their own communities.

Successful Scotland

After dinner speaker, Alf Young of the Herald Newspaper, added to the positive ‘can do’ atmosphere with a typically well informed, broad view of the state of the nation. Alf contended that Scotland and its economy has done remarkably well in adjusting to a totally different industrial and technological climate over the last 5 decades. He proposed that Scotland has survived some of the most severe shocks to its economic and social systems and, despite some very badly judged interventions, is in a good position to move forward from a strong educational and entrepreneurial standpoint.

Having thanked Alf, and the panel of independent judges, SURF Chief Executive, Andy Milne went on to announce the winning and highly commended entries in the 3 categories of People, Place and Partnership. This year the panel also decided to present a special award for Inspirational Leadership to a new project that seems to be showing an exciting new way of supporting regeneration.

And the Winners are…
PEOPLE CATEGORY

WINNER

Deal Me In
Renfrewshire

Deal Me In is a partnership project between Renfrewshire Council and Job Centre Plus to provide individually tailored, client-led, training and work experience with a view to increasing access to employment opportunities within the local authority. It is an excellent example of a public sector agency using awareness of its own role as a vehicle of regeneration to create accessible and relevant employment opportunities within its own departments for local people. The panel chose to highlight this project because they feel regeneration outcomes can be significantly enhanced by all partner agencies thinking about how they can provide employment opportunities through their own activities to excluded people. The public sector has a key role as an employer in many deprived areas where private sector employment opportunities may be limited. The approach taken by Deal Me In Renfrewshire has considerable potential to improve both the lives of people and the way public services are delivered in communities across Scotland. The project has now secured Objective 3 funding to allow it to further develop its work.

PARTNERSHIP CATEGORY

WINNER

Recycle
Renfrewshire
(The Wise Group)

This project is an excellent model of partnership working. It successfully engages more than 50 groups in the local community in the lifecycle of “waste” products in a way that brings real benefits to local people. Mutually beneficial partnerships are engaged at all levels of a creative and productive process. Businesses and private individuals donate computers and furniture. The refurbishment process provides hands-on training and a transition towards sustainable employment for those who are often furthest from the labour market. Locally based organisations such as Barnados ensure that furniture goes to those in most need, such as young people moving from homelessness into their first tenancy. The local college is one of the project’s partners that helps ensure refurbished computers go into homes where all the family are encouraged to learn together. It is a great achievement to bring so many partners together to make such a dynamic impact on the lives of people in Renfrewshire.

HIGHLY COMMENDED

Linked Work and Training Trust
Central

Based in Grangemouth and established in 1995, the Linked Work And Training Trust provides a work based, professional training programme that offers local people the opportunity to work in regeneration and community development agencies in their own area and simultaneously train them to degree level in Community Learning and Development. Working in closely with Glasgow University and other partners, it has an excellent record of retention and success with 22 of the 24 students recruited to the course having graduated and secured relevant employment. The LWTT model is an outstanding example of capacity building and is assisting other communities across Scotland to develop their own local provision, based on the same approach.

HIGHLY COMMENDED

Thomas Fortune Work Centre

Through creative partnership working on the part of Enable Glasgow, the Thomas Fortune Work Centre has relocated from an ex-school building to a modern purpose built centre in the heart of Drumchapel. People with learning disabilities using the centre clearly feel at the heart of the regeneration strategy for the area, contributing their skills through a range of contract work with local employers. There are longer term plans to open their cafe to staff working in other organisations in the area, and through this enterprise, bring in a wide range of people to benefit from the centre and consolidate its role as an important element in local regeneration efforts.
The Hidden Gardens is Scotland’s first internationally designed, environmental, educational and community resource. It opened in June 2003 and has attracted over 34,000 visitors to date. It transformed a 5,000 sq m derelict industrial brownfield site at the heart of Glasgow’s Scottish Asian community into a tranquil and inspirational haven. The core aims of the Gardens are: to encourage people of all ages, abilities and cultures to experience a beautiful new public resource; to provide an imaginative and inclusive focus for community integration; to provide people with an environment in which they can make a contribution; provide secure interior spaces for the city’s diverse community; and bring people into a closer relationship with the natural environment. The Hidden Gardens has made a special effort to engage positively with the diversity of the local community from the planning stage of the project and has been successful in attracting many local people to become actively involved in the project.

Linthouse, part of the Greater Govan SIP area has suffered adversely over the past 40 years with the construction of the Clyde Tunnel, decline of shipbuilding and increasing areas of derelict land in the area. Linthouse Housing Association has developed the concept of the Linthouse Urban Village, and it is seen as integral to the strategic regeneration of west Govan and Drunoyne. The LUV project, as it is commonly known, aims to reinvent the Linthouse area as a vibrant, bustling community with its own unique character. It works in partnership with the local community to develop and realise the potential of Greater Govan for the people who live or work in, or visit, the area. The LUV project is giving locals, visitors and those working in the area access to a diverse range of truly local shops with exciting new frontages, a community-learning zone, a community café with a difference and a gallery. The motivation and commitment shown by everyone involved in the project is truly inspirational.

Rosshead is a community bounded on one side by the Glasgow to Balloch railway line and on the other by the River Leven and so, although relatively close to Loch Lomond, it is somewhat isolated from other areas. West Dunbartonshire Environment Trust has been working with the Rosshead Tenants & Residents association to initiate the areas’ environmental regeneration. The project began in 2001 when Rosshead residents and the Trust developed an environmental action plan as part of the area’s regeneration. Children were involved in decision-making from the beginning, and as a result a teen activity area which incorporates a BMX area, basketball training zone, hangout shelter; five-a-side football pitch; toddlers play-park; and older children’s play-park have all been built. The project also created a contemplation garden, with winding paths, water features and seating areas on the site of a former block of demolished flats, and a family garden, with play and wildlife areas.

Sharing and Learning
For the second year the SURF Awards were organised in Partnership with the Scottish Centre for Regeneration. The SCR will use the information on the work being done in these successful projects to add to its data-base on good practice and to support sharing of knowledge and ideas through its ‘Seeing is believing’ fund.
New Legal Models

Up to the time when the LLP legislation was passed in 2002, the range of legal entities which could be used in the context of a UK enterprise had been static since 1907. Suddenly, and within the space of only a few years, we are seeing a significant expansion in the legal toolkit - with the LLP having appeared on the scene in 2002, the CIC going on stream in July 2004 and the SCIO being expected to be available in late 2006. These new legal entities all have important applications within an urban regeneration context - and it is very unlikely that an LLP has an obvious application for partnerships within the public and/or third sectors, where the partner bodies are wanting to gain the benefit of limited liability. That is not the case; the legislation makes clear that the parties must have “a view to profit” - and therefore an LLP can only be used as the legal model where there is to be some element of distribution of profits to the partner bodies. For the same reason, it is very unlikely that an LLP would be eligible for charitable status.

Limited Liability Partnerships (LLPs)
The LLP was introduced primarily as a response to concerns in the accountancy profession; specifically, the intention was to create a new legal entity which would preserve the features of the conventional (private sector) partnership so far as possible, but would protect the partners from the unlimited personal liability to which they were exposed under the general law of partnership.

The key characteristics of an LLP are as follows:-
• an LLP is a corporate body, existing as a legal entity in its own right
• the members (partners) of the LLP have limited liability
• there must be at least two members (which can be corporate bodies); they must be “associated for carrying on a lawful business with a view to profit”
• the LLP is formed through a registration process at Companies House, in a similar way to companies
• there is no shareholder/director distinction; the members of the LLP are free to organise decision-making as they see fit
• any change in the identities or addresses of the members has to be notified to Companies House - but there is no requirement to file the members’ agreement with Companies House
• the restrictions on withdrawing equity capital applying under the Companies Acts do not extend to LLPs; the only qualification to that is that where a member withdraws capital and the LLP subsequently goes into liquidation, there may be a requirement to repay some or all of that capital
• normally the members of an LLP (rather than the LLP itself) are liable for tax in relation to income which they derive from the LLP.

The use of the word “partnership” within the name “limited liability partnership” has given rise to a misconception that the LLP has an obvious application for partnerships within the public and/or third sectors, where the partner bodies are wanting to gain the benefit of limited liability. That is not the case; the legislation makes clear that the parties must have “a view to profit” - and therefore an LLP can only be used as the legal model where there is to be some element of distribution of profits to the partner bodies. For the same reason, it is very unlikely that an LLP would be eligible for charitable status.

Where there is an intent to distribute profits, however - and, more particularly, where one or more of the partner bodies has the benefit of special tax status - an LLP can offer significant advantages over its most obvious rival, the company limited by shares, because of its tax transparent nature. One example could be a situation where a local authority was intending to enter into a (profit distributing) joint venture with a private sector player to deliver a regeneration project; the use of an LLP would mean that, broadly speaking, the Council would not suffer tax in relation to its share of the profits. To date, I have tended to recommend sister charitable companies as a tax-efficient mechanism for the recycling of profits, but an LLP could potentially provide a much more satisfactory solution in certain circumstances.

Community interest companies (CICs)
CICs have had an inauspicious start in Scotland - with the consultation process having raised false expectations about what the introduction of CICs would deliver for the social enterprise sector. In particular, CICs are emphatically not “The” brand for social enterprise, as originally billed. I believe that the vast majority of existing - and emerging - social enterprises in Scotland will continue to use non-CIC legal entities as their preferred vehicle. The CIC will, however, represent a useful model for a small segment of the social enterprise sector (primarily social entrepreneurs); and will also have a few other specialist applications, as outlined below.

The key features of a CIC are as follows:-
• a CIC is a type of company; a CIC can be either a company limited by shares or a company limited by guarantee
• a company that is a CIC will have “C.I.C.” or (“Community Interest Company”) not “Limited”; at the end of its name
• a CIC must satisfy the “community interest test” ie it must carry on activities which are for the benefit of the community (or a section of the community)
• a CIC cannot have charitable status, even if its objects are charitable
• a CIC cannot distribute profits beyond a limit (“the dividend cap”) to be set by regulations; but there are no restrictions on the level of remuneration which can be paid to directors of a CIC
• any surplus assets remaining on the winding up of a CIC must not be paid/transferred to its members (except repayment of par value on shares); the surplus assets have to be paid/transferred to other CICs or to charities (or other asset-locked bodies)
• a CIC has to issue an annual report describing the manner in which the company’s activities during the financial year have benefited the community; but there is no requirement for a CIC to adopt a democratic structure; and there is no obligation to consult with stakeholders other than in relation to a proposal to alter the objects clause
One obvious application for a CIC would be a case where an individual or a small group of individuals were wanting to set up an enterprise which would deliver benefit to the community; where they wanted to make a living from their involvement in the enterprise, but did not want to share control at board level with unpaid directors. Under those circumstances, charitable status would not be available - and therefore the CIC model provides a “badge” which allows them to distinguish the enterprise from a conventional private sector business.

The material issued by the CIC unit within the DTI also highlights the possibility of CICs being used as a vehicle for socially-motivated investment - that is to say, covering a situation where a company or individual wished to make an equity investment in a social enterprise, but accepting a lower than normal rate of return.

These two applications, taken together, point to possibilities within the urban regeneration scene which build on some of the recent initiatives (eg CDFIs) which are intended to stimulate greater investment in enterprises established in disadvantaged areas - and the introduction of the CIC model should help to facilitate investment of that nature.

There is a further application for the CIC model which is not fully recognised in the DTI material, but which I believe represents a potentially quite important use for the CIC structure. The fact that a CIC has a statutory lock on its assets (including the issue of profit distribution) allows a much more robust position on these aspects to be achieved, as compared with the conventional “golden share” (or “special member”) approach. As with LLPs, this kind of structure is breaking new ground - but my view is that a similar approach would be worthy of consideration in the context of certain urban regeneration projects; that is to say, where it would be useful to badge the delivery vehicle as being essentially directed towards advancing the public interest rather than producing equity returns for the partner agencies.

Scottish Charitable Incorporated Organisations - SCIOs

SCIOs are in the process of being introduced as part of the new charities legislation. The general framework for SCIOs can currently be found in the Charity and Trustee Investment (Scotland) Bill. Over time, it is likely that the SCIO will become the preferred model for all types of charitable organisation - including bodies which would currently constitute themselves as a trust, a voluntary association, or a company limited by guarantee. That would include a wide range of partnership bodies involved in urban and rural regeneration which are currently eligible for the charities tax exemption.

The key features of an SCIO are as follows:

• an SCIO is a corporate body, existing as a legal entity in its own right
• it provides limited liability for the members; the members will not be liable to make any contribution towards the SCIO's assets if it is unable to meet its debts and liabilities on a winding up
• the registration of SCIOs will be carried out by the charities regulator (OSCR), not Companies House; and the registration and charity recognition aspects will be carried out through as (near as) a single-step process
• the legal overlay will be much less substantial than for a company limited by guarantee, and the ongoing requirements in relation to making returns to OSCR will be less onerous

In order to help inform the consultation process, the Scottish Executive commissioned Burness to draft model constitutional documents for an SCIO. Two versions of the model constitution were produced - one for a single-tier SCIO (appropriate for a body which wanted to adopt a structure similar to a trust) and one for a two-tier SCIO (appropriate for a body which wanted to have a membership, electing/appointing the board.) The model constitutions have helped to define those clauses which the Act will prescribe as mandatory and those clauses where minimum requirements will be set out in the regulations (but where there will be scope for flexibility).

The intention is that the model constitutions will be readily available and will be supplemented by guidance notes issued by OSCR. That should mean that even the smallest community groups - providing they are intending to carry on charitable activities - will be able to access the benefits of a legal entity and limited liability without recourse to legal support.

There has been increased concern in recent years over the risk of personal liability for members of management committees - and, while currently the use of a company limited by guarantee represents a satisfactory solution to that issue at a technical level, the company structure can be offputting for many people who would otherwise be prepared to contribute at board/committee level in the context of community-led projects. Hopefully, the SCIO will, through conferring limited liability via a simple and unintimidating route, encourage a greater level of community participation; and thus indirectly improve the contribution of locally-based groups to the regeneration of their communities.

Beyond that, there are of course a wide range of quasi-public sector bodies involved in urban regeneration - most of which are currently constituted as companies limited by guarantee with charitable status. There is no reason in principle why bodies of that kind could not convert to SCIOs; similarly, the SCIO model could be used for new bodies of that nature. The process of conversion is likely to be very straightforward; but on the basis of the current proposals, the relative advantage of operating under a SCIO structure as compared with a company limited by guarantee structure, is likely to be marginal.

All three new models therefore open up new possibilities within the regeneration field - and it will be interesting to see how far they are taken up in practice, either within the possible fields of application outlined above or indeed in other contexts.
Social Enterprise is so clearly linked to regeneration that we have decided to adopt and adapt the new “learning landscape” curriculum framework recently launched by the Scottish Centre for Regeneration. This offers a useful reference point for structuring and measuring the skills development on our programmes. The framework is organised around three key areas – strategic, practical and process skills – which ensures a good balance for the learner between the nuts and bolts of operational management and the less tangible aspects of creative and entrepreneurial leadership.

What excites me most about the challenge of setting up the Academy is the notion of creating a “learning loop” within the social enterprise sector, with development opportunities for everyone involved. The Academy will not be a bricks and mortar learning centre or institution. It will be a network of partners with activity all over the country with its hub, in our Edinburgh office, managing the co-ordination, communication and quality. We are in the process of recruiting and training up Associate Tutors and Mentors from the pool of highly experienced and inspirational practitioners running and supporting social enterprises throughout Scotland. We are also linking up with local intermediary organisations for the practical arrangements of delivering programmes.

The drive to set up the Academy has come from three founding organisations: Senscot, Scotland UnLtd, and CEiS. At grassroots level, it has long been recognised that there is a gap in learning and development opportunities for social entrepreneurs and leaders in the social enterprise sector in Scotland. Now, with the Futurebuilders investment programme for the social economy, leadership development is also being recognised at a strategic level as a key strand in the process of strengthening the infrastructure and sustainability of the sector. Hence, we have the benefit of Communities Scotland funding to enable us to set up the Academy.

For more information about the Academy and its programmes, visit the website at www.theacademy-ssea.org or phone Jackie Stutt on 0131 220 5333.

Jackie Scutt is the Director of the Social Enterprise Academy – a brand new learning organisation which will provide leadership development for social entrepreneurs.

Jackie’s professional background is in further, adult and community education, and she also spent a number of years building up a successful social enterprise in Edinburgh’s Wester Hailes community, One Stop Childcare. Here she talks about the Academy and its forthcoming programmes.

Social Enterprise Academy

“Social entrepreneurs are individuals who believe passionately in something which will benefit the community – who get their hands dirty doing it and who have the dogged determination to see it through.” (SENSCOT)

The Social Enterprise Academy is set to offer its first programme in December. This will be a two day learning Journey to look at the development of social firms in Edinburgh with Forth Sector as the host organisation. The idea is to inspire, to forge connections, to offer practical tips and encouragement to those in a position to make a difference in their own community. We hope that participants will include community activists, managers in the social economy, volunteers, regeneration professionals – in fact anyone who has an interest in practising, promoting and supporting social entrepreneurship.

This programme will be typical of the kind of programmes that will be on offer from the Academy. We are interested in learning that relates directly to practice, learning that brings about change, learning that impacts positively on Scotland’s wider regeneration and inclusion agenda. A schedule of Journeys is being drawn up for 2005, in different areas of Scotland, exploring social enterprise in a range of settings.

As well as the Journey, the Academy will be offering Praxis. This is a year long action learning set with eight to ten participants drawn from a geographic or thematic community. The members of the group will engage in problem solving and developing leadership skills together; working towards a “product” which will take their own work forward and which can be shared with others. This programme will be launched early in 2005.

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The core issues identified by delegates included:

a) Different CPP models for community regeneration. The plenary presentations and workshop discussions demonstrated the range of models for CPP structures and associated community engagement.

b) Keeping the community engaged. Delegates’ views echoed those of the earlier SURF Forum in Dundee with an emphasis on the need to demonstrate community engagement and to ‘keep people engaged’.

c) The Allocation of Funding and the continuance of regeneration activities. Some delegates were interested in the processes of allocating funding under the new CPP structures. Other delegates spoke of ways and means for CP Partners to collaborate effectively with communities on spending priorities.

d) CP as an Equalities Opportunity. While this was agreed to be important, there were no readily evident examples of progress in this area. It was suggested that progress will have to be made through the detailed CP structure and processes (as opposed to ‘headline’ commitments).

e) A process of supported learning and managing change. Many delegates emphasised the need for support for community learning and capacity building. The support would include funding and practical help, but it had to also include adequate timescales for communities to build capacity for effective CP engagement.

f) The use of data and the move towards strategy and wider impacts. The progress made by the Scottish Executive on the producing higher volumes and quality of data on neighbourhoods and other relevant factors was acknowledged and welcomed, as were the ambitions for a move towards strategic thinking. Delegates and speakers recognised that the opportunities presented by such data also presented challenges around its management and use.

An Outcome Paper is available on the Stirling Forum, as with all Open Forums. The complete Outcomes Paper was distributed to all Forum participants and a summary is available free on request (or via the SURF web site at www.scotregen.co.uk).

Future Forums

The driver for the content of Open Forums will continue to be what is most relevant and useful to participants. This is what determined the format of the successful Stirling event. It has also influenced the theme and topic sequence of the early Open Forums in 2005. These are:

• ‘Engaging with Communities’ 20.01.2005, Edinburgh. In response to participants’ requests for more information and examples around the activity of engaging with communities of different sorts.

• ‘Enhancing the Capacity of Communities to Engage’ 24.02.2005 Venue TBC. This Forum will consider projects and activities aimed at providing advice, support etc. that enhances a community’s confidence and ability to engage in Community Planning and Regeneration processes.

• ‘Sustainable Communities’ 24.03.2005 Venue TBC. This Forum will consider projects and activities aimed at providing advice, support etc. that enhances a community’s capacity for effective CP engagement.

To be as accessible and time-manageable as possible SURF Open Forums are usually of half-day duration at venues around Scotland. Communities Scotland funding ensures that participation is free of charge. However, places must be pre-booked.

SURF welcomes suggestions and proposals for topics and case studies for future Open Forums. If you wish to discuss any proposals, or any other Regeneration matter, contact Edward Harkins, Networking Initiatives at SURF tel: 0141-585 6850 (Wed to Fridays) or at edward@scotregen.co.uk.
The practice of community regeneration seems beset by problems of language. If we are to work in ‘partnership’, with ‘the community’ as ‘participants’, to bring about ‘regeneration’, then one might imagine that we need to clarify the basic terms, to establish what the terms ‘mean’, or at least what ‘we’ (whoever ‘we’ may be) mean by them. But though we have been speaking this language for the best part of 20 years, agreement about the most basic terms has remained elusive – perhaps troublingly so.

Here we could do worse than enlist the help of the Austrian philosopher Ludwig Wittgenstein (1889-1951). It was he who famously claimed that philosophical problems arise “when language goes on holiday”. Philosophy, he boldly declared: “is a battle against the bewitchment of our intelligence by means of language”. What did he mean by this? He was arguing that the meanings of words derive entirely from their use. Words, that is, have no ‘essential’ meaning separate from how they are actually used. But they are also used in different ways and for different purposes – as part of what Wittgenstein called different ‘language games’ that reflect different human activities, or ‘forms of life’.

Perhaps, Wittgenstein might tell us, in the practice of ‘community regeneration’ our collective intelligence has been somewhat ‘bewitched by means of language’. So we might do well to scrutinize our own ‘language game’, and the ‘form of life’ it reflects, that bit more carefully and systematically than we have done hitherto. In future issues of Scotregen, under the heading of ‘language games’, we will seek to do this by examining some of the key words in the lexicon of ‘community regeneration’. Readers may wish to nominate words or phrases for scrutiny…

Send your suggestions, headed Scotregen language games, to COLL-AS0@wpmail.paisley.ac.uk

When Language Goes On Holiday

The practice of community regeneration seems beset by problems of language. If we are to work in ‘partnership’, with ‘the community’ as ‘participants’, to bring about ‘regeneration’, then one might imagine that we need to clarify the basic terms, to establish what the terms ‘mean’, or at least what ‘we’ (whoever ‘we’ may be) mean by them. But though we have been speaking this language for the best part of 20 years, agreement about the most basic terms has remained elusive – perhaps troublingly so.

To some this may already seem somewhat naïve. Yet, if it really is naïve to hope for a meaningful consensus around the basic terms, then why do we use terms that seem strongly to imply just such a consensus?

Reconnecting People and Place

A seminar series for professionals working in the fields of parks, regeneration and planning. Presented by Greenspace Scotland in partnership with Project for Public Spaces (USA) around the concept of placemaking.

14 - 18 February, 2005

Following the interest generated at their conference ‘Greenspace – The Common Denominator’, held in September 2004, Greenspace Scotland has announced a professional seminar series on placemaking, in conjunction with Project for Public Spaces of New York (PPS).

PPS is renowned worldwide for their work with communities, transforming uninspiring public spaces into vibrant, meaningful places at the heart of a neighbourhood. With over 30 years experience in placemaking, they provide technical assistance, education and research through programmes in parks, plazas and central squares, buildings and public markets and have worked in over 1,000 communities in the United States and around the world. Some of their more renowned projects include: Bryant Park in New York; Mount Vernon Place, Baltimore; Logan Circle, Philadelphia.

The seminars will provide an opportunity for practitioners to explore how a community focused, rather than design led approach to greenspace can be an intrinsic part of successful regeneration and how this method of placemaking could be further developed throughout Scotland. Real life sites will be used as examples throughout the seminars – two urban parks in Edinburgh and Glasgow respectively and one under-utilised site in the area covered by the new URC at Raploch, Stirling.

For further details please visit the News and Events section at www.greenspacescotland.org.uk.
This book is not about the sustainability of businesses in terms of financial viability. It’s about teaching sustainable development to students who will become business operators of tomorrow. The editor Chris Galea argues that in today’s world “the issue of sustainability and the role that business plays in it is of paramount importance”. This is an important issue for the Regeneration sector. If Regeneration is truly effective it should leave communities more sustainable in the longer term, and it should not leave them with a degraded environment that is unsustainable in this longer term. Business and today’s students who will eventually run the businesses are one of the key factors in ensuring such sustainability.

Chris Galea opens by stating that one of the main challenges facing educators is that of creating an environment where student learning moves beyond theory and becomes instinctive practice. This statement echoes one of the strands to come out of the Sustainable Communities seminar* in Glasgow last September – that theory and policy around Sustainable Development has become fairly sophisticated albeit unfinished, but strategies and practice around Sustainable Communities remain poorly elaborated.

The book is international in scope with 23 chapters by “leading edge thinkers”. The aim is to equip educators with the tools by which they, in turn, can impart to business practitioners the knowledge and confidence to tackle the issues of sustainability. It is divided into three thematic groups. Part 1, ‘Theory, critique and ideas’. Part 2, ‘Learning from current practice’. The final Part 3, then outlines the tools, methods and approaches that can be used to teach business sustainability.

The book is especially sound on the history of the concept of sustainable development. In Chapter 7 on Social Sustainability, it is asserted that “In many respects, the recent attention of business to sustainability has its foundation in the Brundtland Commission’s (WCED) 1987 definition of sustainable development: ‘that it meets the needs of the present without compromising the ability of future generations to meet their own needs’.

The writers do not flinch from harsh realities. For example in Chapter 2 it’s stated “When there is a clash between economic and environmental interests, the former trumps the latter. Sustainable development tries to reconcile these opposing interests… Exactly how this will be achieved and who will benefit or suffer from this process is debated all over the world”.

This is a solid reference work for those in Regeneration with an interest in how to provide the future leaders and managers to indeed move sustainability ‘From Theory To Practice’

* Sustainable Communities – In from the cold? Dept of Urban Studies University of Glasgow September 2004
http://www.gla.ac.uk/departments/urbanstudies/events/sustcomspresent.html

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