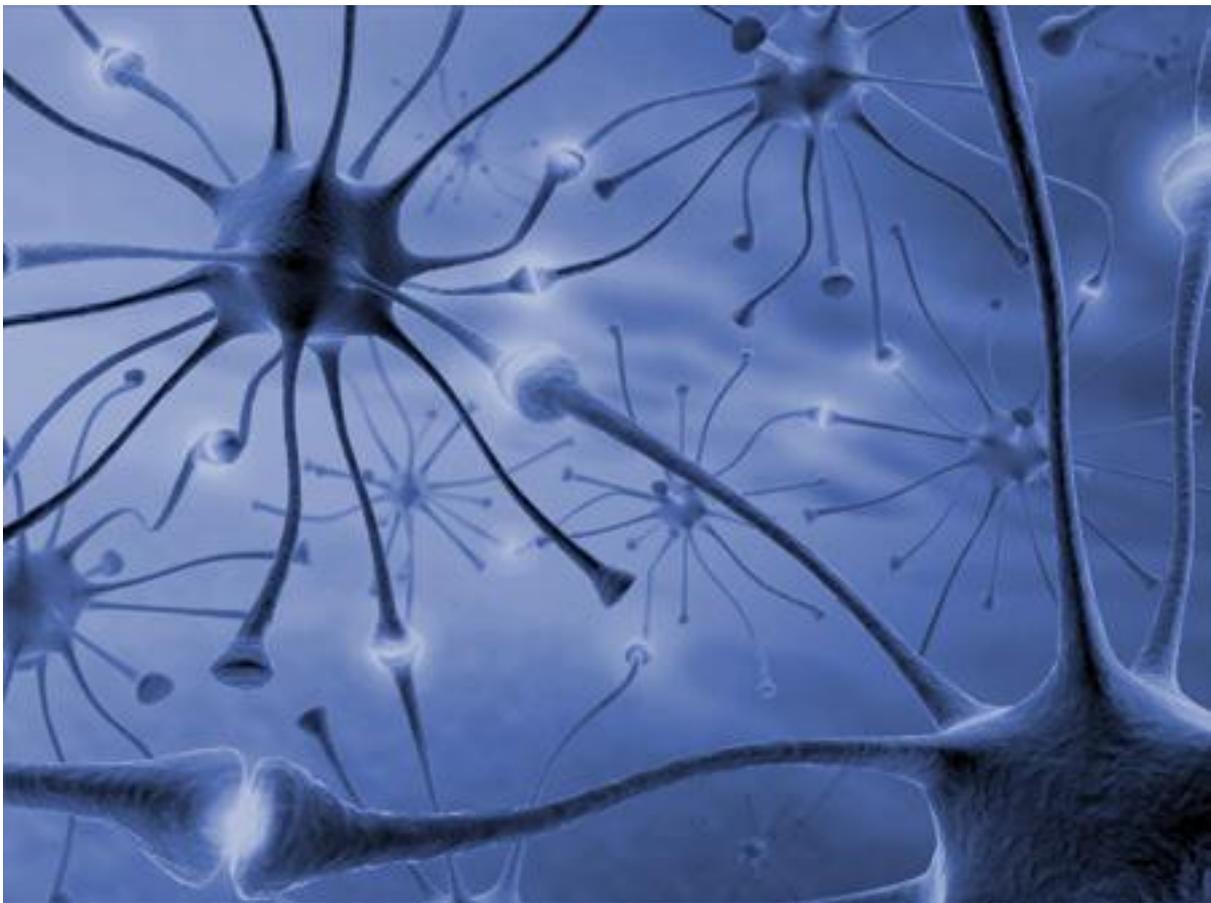




**SURF**  
Scotland's Regeneration Forum

SURF : sharing experience : shaping practice

## SURF's Alliance for Action: In Brief



This paper outlines the purpose, process and activities in SURF's Alliance for Action programme.

# 1 Introduction

## The Context

SURF is dedicated to supporting more effective cross-sector collaboration in regenerating disadvantaged communities. Its focus is on shared efforts towards a fairer Scotland by: tackling inequalities and promoting inclusive growth. To that end, SURF's work programme is designed to enhance the interaction of national government policy & resources, local government services & processes, and local community enterprises, assets & challenges.

In taking a lead from the Community Led focus of the Scottish Government's 2011 National Regeneration Strategy, SURF set up its *Alliance for Action* programme in 2013 against the background of the extended recessionary context. With the support of the Scottish Government, it set out to facilitate, and share learning from, collaborative regeneration efforts in the face of rising demands and reduced resources.

## The Model

SURF's *Alliance for Action* model builds on SURF's experience, knowledge and networks to actively link local community assets and aspirations, with relevant national policies and resources.

The twin purpose is to support better outcomes in strategically selected disadvantaged communities, while enhancing shared understanding of the realistic possibilities for successful cross-sector community regeneration in a challenging economic context.

Since its establishment, SURF's *Alliance for Action* programme has supported and linked activities, investments and learning in three place-focused, cross-sector collaborations.

## Five Collaborative Sites

In collaboration with the Scottish Government and the Big Lottery Fund, SURF expanded the programme for the 2018-21 period, adding more sites and further enhancing the active collaboration and investment of the relevant local authorities involved.

The main elements of the enhanced programme period are:

- An extension from three to five sites of collaboration (see map on p6);
- 'Shared Learning Events', which bring local stakeholders together to explore topics of mutual interest, such as heritage, participation and wellbeing
- A new 'People and Sector Connector' service for the engagement and benefit of all 32 of Scotland's local authorities;
- A 'Thematic Agency Collaborations' initiative, which links related sets of national agencies directly with each other, and with regeneration assets and aspirations in the local sites.

## 2 Alliance for More Action in 2018-21

Based on the programme's success and its relevance to SURF's core aims, as well as those of the Scottish Government, SURF and its partners agreed to further develop the *Alliance for Action* programme.

Local stakeholders and a number of programme partners and contacts, including senior Scottish Government policy advisers, have noted the programme's value in respect of several inter-linked key policy concerns. These include work towards inclusive economic growth, improved public services, greater community empowerment and enterprise, place-based regeneration, locality planning, and the overall priority of tackling poverty and inequality.

Alliance partners at all levels, and across all sectors, have indicated enthusiasm for its further potential in meeting shared aims.

## 3 Programme Purpose and Outcomes

The **central purpose** in the further development of SURF's *Alliance for Action* programme is to enhance practical, cross-sector cooperation in place-based community regeneration, while enhancing shared understanding, policy and practice on a Scotland-wide basis.

The **anticipated outcomes** for the different sets of partners involved in this next phase of the Alliance for Action shared enterprise are:

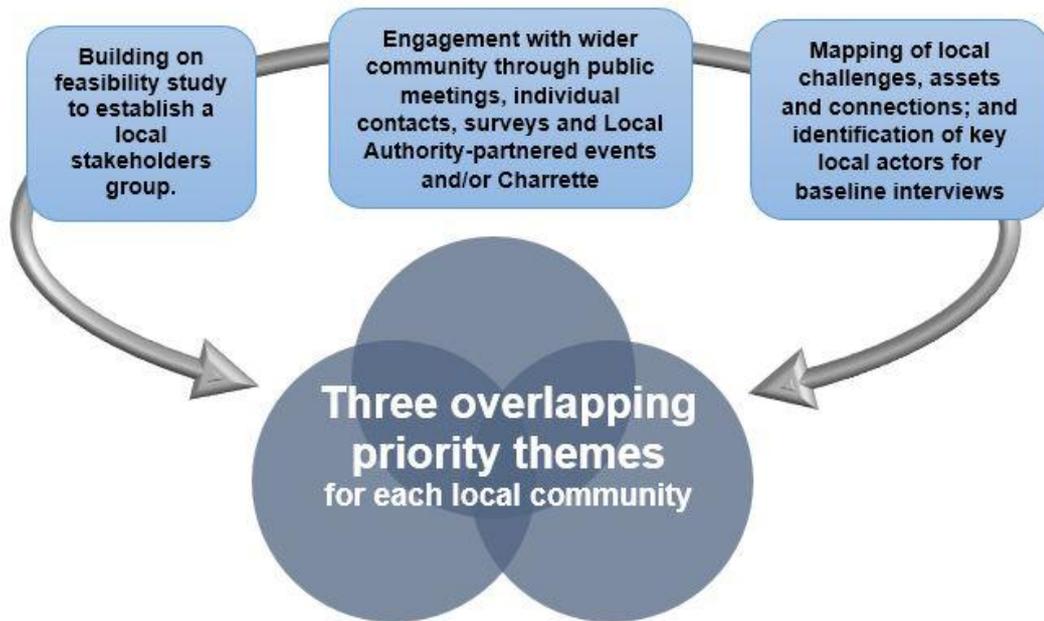
- **Local residents** - improved quality of life and opportunities via better engagement with local services and assets.
- **Local enterprises** - improved business and engagement opportunities in a clarified system of collaborative priorities.
- **Local community and voluntary organisations** - improved cooperation and enhanced mutually beneficial collaboration with the relevant local authority Community Planning processes and priorities.
- **Local authorities** - increased access to, and engagement with, community-based knowledge, assets and initiatives.
- **Cross-sector local stakeholders** - better shared understanding and active coordination of respective roles, capacities, priorities, skills and resources.
- **Regional and national regeneration agencies** - more effective and efficient targeting and coordination of policy and resources in tackling poverty and inequality.
- **Local and national regeneration policy officers** - increased knowledge of the practical interaction of different policy and resource impacts in different settings with similar challenges.

- **Academics** - more effective engagement of research with improved practice based learning opportunities and productive initiatives.

The following diagram illustrates the relationship between programme phases, partners and outcomes.

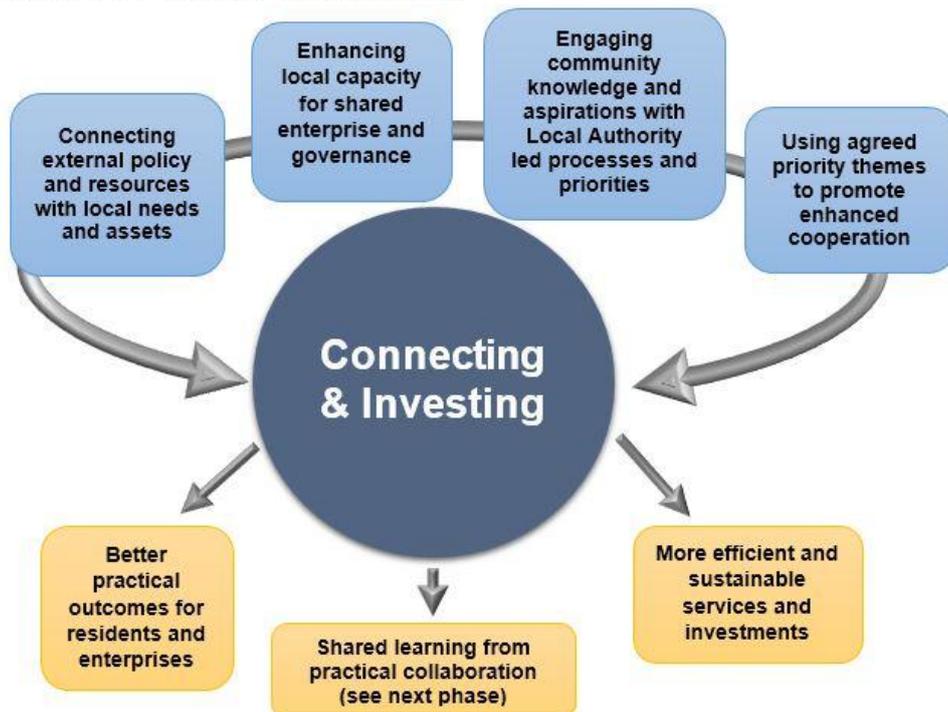
## PHASE 1

### FEASIBILITY & PRIORITIES



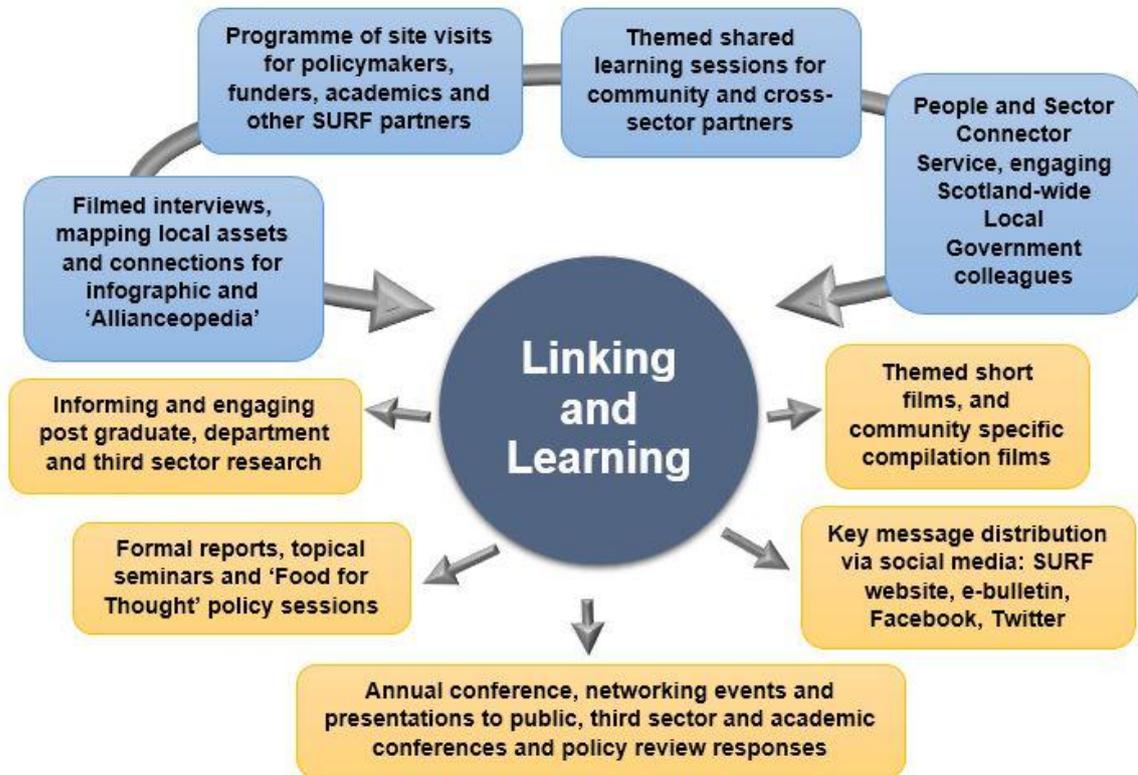
## PHASE 2

### DEVELOPMENT & DELIVERY



## PHASE 3

### SHARING PERSPECTIVES & INFORMING POLICY



## OUTCOMES

Enhanced local cooperation, collaboration and coordination.

Improved connection of national policy and resources with local assets and initiatives.

Greater shared intelligence on linking opportunity and need.

### PRODUCING:

- Strengthened community resilience with more inclusive growth and practical regeneration outcomes.
- Better informed local and national policy and cross-sector coordination.
- Increased wellbeing and opportunities for local residents and enterprises.

## 4 Strategic Objectives for 2018-21

The eight key delivery objectives for the 2018-21 programme are:

1. **An expanded range of study** in collaborative regeneration policy and practices at the community level, through the establishment appropriate new case study places, increasing the programme size from three to five places;
2. **An enhanced flow of valuable and transferable learning outcomes** from locally-rooted regeneration collaborations in a suite of varied of contexts, from rural and island geographies to high-density urban areas;
3. **Greater and more efficient investment from larger partner organisations** in addressing poverty and inequalities in the disadvantaged case study areas;
4. A **people and sector connector service** providing direct engagement for officers and representatives from Scotland's 32 local authorities with relevant practical contexts and learning in SURF's *Alliance for Action* cross sector collaborations;
5. **Expanding on the baseline information established** in the programme so far, to **provide further evidence** of the impact of the initiative and the transferable learning emerging in the evolving operational and policy context;
6. Exploring the process and benefits of developing **Thematic Agency Collaborations**, bringing national bodies concerned with sectors such as land reform, and heritage & the creative arts, together to explore the realities of policy and practice in diverse Scottish communities;
7. **Promoting the collaborative Scottish Government supported Alliance for Action model and sharing learning** through Scottish, UK and European policy forums, journals, publications and conferences;
8. **Building on the practical engagement and shared interests of the Scottish Government, local authorities and other key regeneration partners** in the evidencing the cross-budget benefits of more holistic, preventative, cross-sector, collaborative place-based regeneration and inclusive growth.

## 5 Programme of Work 2018-21



The Alliance for Action for 2018-21 features five community sites

Further information on the *Alliance for Action* programme is available on the SURF website: [www.surf.scot/alliance-for-action/](http://www.surf.scot/alliance-for-action/)

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