

# Resilient rural communities in an uncertain future: the growing importance of partnerships

Professor Sarah Skerratt, FRSA  
Director, Rural Policy Centre  
Scotland's Rural College (SRUC)

# The recognised role for resilient and empowered rural communities

---



- Evidence *across the globe* shows how community-led local development:
  - is **desired** by many people at community level
  - increases **self-confidence** and **shifts power**
  - improves **infrastructure** and **demographic trends**
  - creates **solutions that fit** – LEADER being one key example



# The policy push: 3 UK Administrations

---



# Northern Ireland: rural *needs*



## Rural Needs Act (Northern Ireland) 2016

### PUBLIC AUTHORITIES

A Northern Ireland department  
A district council  
The Chief Constable of the Police Service of Northern Ireland  
The Council for Catholic Maintained Schools  
The Education Authority  
A Health and Social Care Trust  
Invest Northern Ireland  
The Northern Ireland Fire and Rescue Service Board  
The Northern Ireland Housing Executive  
The Northern Ireland Library Authority  
The Northern Ireland Tourist Board  
The Regional Agency for Public Health and Social Well-Being  
The Regional Health and Social Care Board  
The Sports Council for Northern Ireland

# Northern Ireland: rural *needs*



## Rural Needs Act (Northern Ireland) 2016

### PUBLIC AUTHORITIES

A Northern Ireland department  
A district council  
The Chief Constable of the Police Service of Northern Ireland  
The Council for Catholic Maintained Schools  
The Education Authority  
A Health and Social Care Trust  
Invest Northern Ireland  
The Northern Ireland Fire and Rescue Service Board  
The Northern Ireland Housing Executive  
The Northern Ireland Library Authority  
The Northern Ireland Tourist Board  
The Regional Agency for Public Health and Social Well-Being  
The Regional Health and Social Care Board  
The Sports Council for Northern Ireland

- Legal commitment to **rural communities** to:
  - adapt policies to fit **variations** across rural communities
  - engage with communities to assess **impact** of policies
  - discuss **options** with communities to reduce negative impacts
  - develop potential **new delivery methods** with communities

# Wales: *future* communities as focus





Llywodraeth Cymru  
Welsh Government

[www.gov.wales](http://www.gov.wales)

## Well-being of Future Generations (Wales) Act 2015

### The Essentials

 <p>Advise, Encourage &amp; Promote</p>	 <p>Advisory Panel</p>	 <p>Annual Report</p>	 <p>Auditor General for Wales</p>	 <p>Carry out Reviews</p>	 <p>Collaboration for Wales</p>
 <p>Future Generations Commissioner for Wales</p>	 <p>Future Generations Report</p>	 <p>Future Trends Report</p>	 <p>Integration</p>	 <p>Involvement</p>	 <p>Long Term</p>
 <p>Make Recommendations</p>	 <p>National indicators &amp; Milestones</p>	 <p>Prevention</p>	 <p>Public Services Boards</p>	 <p>Research</p>	 <p>Responding to the Future Generation Commissioner</p>
 <p>Sustainable Development</p>	 <p>Sustainable Development Principle</p>	 <p>Transparency</p>	 <p>Well-being Duty</p>	 <p>Well-being Goals</p>	 <p>Well-being Statement</p>

# Wales: *future* communities as focus



**Well-being of Future Generations (Wales) Act 2015**

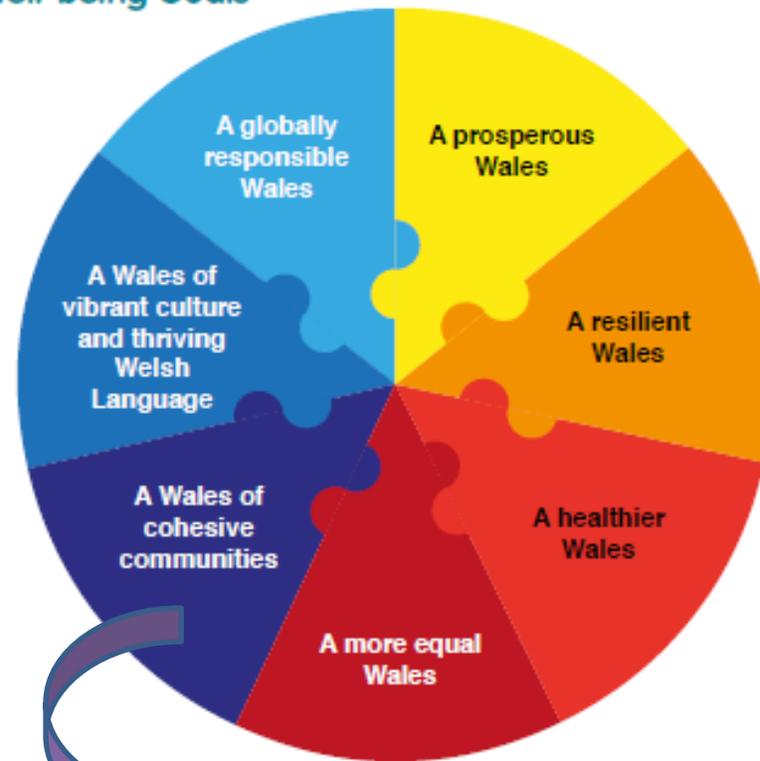
The Essentials

Llywodraeth Cymru  
Welsh Government

[www.gov.wales](http://www.gov.wales)

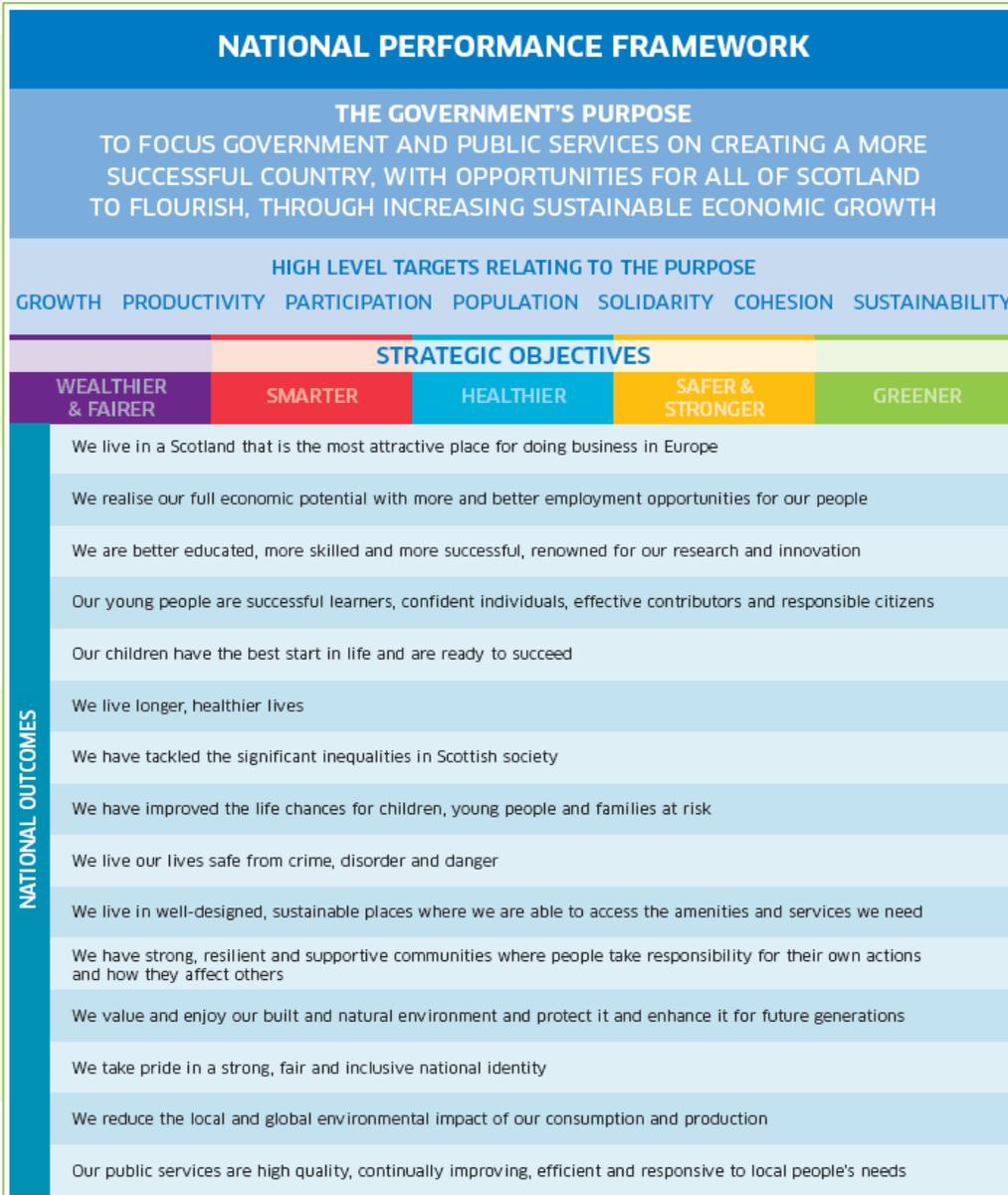
- Advise, Encourage & Promote
- Advisory Panel
- Annual Report
- Auditor General for Wales
- Carry out Reviews
- Collaboration
- Future Generations Commissioner for Wales
- Future Generations Report
- Future Trends Report
- Integration
- Involvement
- Long Term
- Make Recommendations
- National indicators & Milestones
- Prevention
- Public Services Boards
- Research
- Responding to the Future Generation Commissioner
- Sustainable Development
- Sustainable Development Principle
- Transparency
- Well-being Duty
- Well-being Goals
- Well-being Statement

## Well-being Goals



“Attractive, viable, safe and well-connected communities”

# 16 National Outcomes since 2007:



# 16 National Outcomes since 2007:



NATIONAL PERFORMANCE FRAMEWORK	
<p><b>THE GOVERNMENT'S PURPOSE</b></p> <p>TO FOCUS GOVERNMENT AND PUBLIC SERVICES ON CREATING A MORE SUCCESSFUL COUNTRY, WITH OPPORTUNITIES FOR ALL OF SCOTLAND TO FLOURISH, THROUGH INCREASING SUSTAINABLE ECONOMIC GROWTH</p>	
<p><b>HIGH LEVEL TARGETS RELATING TO THE PURPOSE</b></p> <p>GROWTH   PRODUCTIVITY   PARTICIPATION   POPULATION   SOLIDARITY   COHESION   SUSTAINABILITY</p>	
STRATEGIC OBJECTIVES	
WEALTHIER & FAIRER	SMARTER
HEALTHIER	SAFER & STRONGER
GREENER	
NATIONAL OUTCOMES	We live in a Scotland that is the most attractive place for doing business in Europe
	We realise our full economic potential with more and better employment opportunities for our people
	We are better educated, more skilled and more successful, renowned for our research and innovation
	Our young people are successful learners, confident individuals, effective contributors and responsible citizens
	Our children have the best start in life and are ready to succeed
	We live longer, healthier lives
	We have tackled the significant inequalities in Scottish society
	We have improved the life chances for children, young people and families at risk
	We live our lives safe from crime, disorder and danger
	We live in well-designed, sustainable places where we are able to access the amenities and services we need
	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	We value and enjoy our built and natural environment and protect it and enhance it for future generations
	We take pride in a strong, fair and inclusive national identity
	We reduce the local and global environmental impact of our consumption and production
	Our public services are high quality, continually improving, efficient and responsive to local people's needs

## Outcome 11:

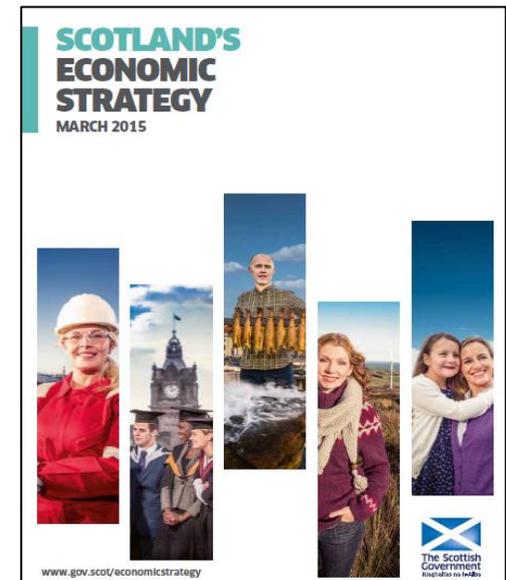
**“We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others”**

# Scottish Government Strategies:



## “Communities” are/have:

- Huge reservoir of talent
- Doing it for themselves
- The right to influence decisions
- Lead change
- Strong, resilient & supportive
- Live together in peace
- Cohesive; social justice
- Deliver growth
- “Make communities enjoyable and sustainable places to live”







# Reliance on resilient communities..



# On resilient and empowered people...



Changing  
policy  
landscape



What is **uncertain** and what we  
still **know...**

# What is **uncertain**?

---



1. **How** Brexit will play out:
  - a. Hard, soft, deals
  - b. Wide range of policy options and instruments
  - c. Degree of path dependency
2. **When** Brexit will play out:
  - a. 2020? 2022?
3. **Whether** and **how** the UK and Scottish Governments will continue to support rural communities:
  - a. Agriculture
  - b. Beyond agriculture
4. What this means for **matched resources** at local Government levels?
  - a. Particularly with on-going public sector budget pressures...

# What will **still be** the case? [1/2]



1. **Community-led** local development is here to stay:
  - a. Central Government
  - b. Local government
  - c. Examples: health & social care, broadband, transport.
2. A **new “moral geography”** is emerging:
  - a. Through empowerment “frameworks”
  - b. Pressure on communities to be resilient and meet their needs
  - c. Conflicts with on-the-ground realities



# What will **still be** the case? [2/2]

---



## 3. Community capacity **varies**:

- a. Not every individual or community starts in the same place
- b. Geographically, socially, economically, health and wellbeing
- c. Self-belief, willingness and desire.

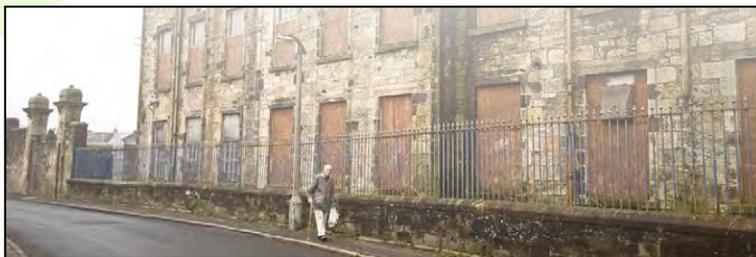
## 4. **Inequalities** between communities are **growing**:

- a. The **new** haves and have-nots
- b. New market failure/Darwinian development (2010)
- c. Including in LEADER

# Empowerment inequalities:



# Empowerment inequalities:



## FUEL POVERTY SCANDAL IN ENERGY RICH SCOTLAND

BY NEWS EDITOR - JUNE 4, 2014  
POSTED IN STORNOWAY NEWS, WESTERN ISLES



Western Isles MP, Angus MacNeil has commented on the comprehensive new analysis by Scotland's Rural College (SRUC) which shows that the highest levels of fuel poverty is in the Western Isles, with 76% of people over the age of 60 in fuel poverty.

A household is in fuel poverty if it needs to spend 10% or more of income on air fuel use in order to heat the dwelling to an acceptable standard.

**The town and country divide: the fuel poverty suffered by old people in rural areas**  
from Sunday Herald, 01 June 2014



Up to three-quarters of elderly people living in rural areas of Scotland are suffering fuel poverty and are "falling through the cracks" in government policy, according to an expert report to be launched tomorrow.

## Fuel poverty hits elderly and poor hardest

Methods inadequate to gauge rural problems

More than half of Highlands and islands pensioners living in fuel poverty



What does this mean for us?

# We will need to:

---



- 1. Take responsibility** for this diverse landscape of:
  - a. empowered, articulate, successful and “resilient” people
  - b. silent and disempowered
  - c. high AND low-capacity individuals and communities
- 2. Plan for that now, *ahead* of 2020 or 2022:**
  - a. “Read” the **new** landscape and start the journey
- 3. Expect to work in partnership** as a necessity, a norm:
  - a. creating ways to **make** that happen
  - b. being **more clever** with less resources
  - c. creating new **innovative** arrangements

# SUP: in partnership since 1999...



[Home](#) | [About us](#) | [Newsletters](#) | [Publications](#) | [Membership](#) | [Our Patrons](#) | [Contact us](#)

## The Southern Uplands Partnership

The Southern Uplands Partnership was started by local people keen to keep the communities and countryside of the south of Scotland alive and healthy. The Partnership represents all sorts of people, as well as government bodies, agencies and councils. Anyone who is committed to the future of the south of Scotland is invited to join. News on projects, publications and job vacancies can be accessed below.

## The Southern Uplands

The landscape of the Southern Uplands is a true, working landscape, peppered with ancient hillforts, glorious abbeys, border battlefields, castles, rieviers' hideaways, market towns and thriving businesses. You can disappear into the Southern Uplands mountainous heart, its forests, open country, towns and villages and enjoy the wealth of history, heritage and wildlife. Click the links on the right to find out more about what makes the Southern Uplands so special.

**SUP AGM 2017** Yarrow feus  
Community Hall, June 28th 2pm  
[Papers here >>](#)

Explore for a day  
**Scottish Borders**  
[Click here for details >>](#)

## About the SOUTHERN UPLANDS

- [Map](#)
- [Geology](#)
- [History](#)
- [The Uplands](#)
- [Forest & Woodlands](#)
- [Rolling Farmland](#)
- [Watery Habitats](#)
- [Towns & Villages](#)
- [Employment](#)
- [Leisure](#)
- [Nature Based Tourism](#)
- [Trail Riding](#)

## e-news

[Click here](#) to register for news from across the Southern Uplands

## What We Do

[Who we are](#)  
[What we do](#)  
[Past Projects](#)  
[Publications](#)

## Latest News

[Newsletters](#)  
[Events](#)  
[Employment](#)

## Our Patrons

The Partnership is increasingly dependent on the generous support of a range of businesses and individuals who share our interest in the sustainable development of the Southern Uplands. "Patrons" are members who pay an annual amount of at least £500 to the Partnership and we hereby acknowledge their support.

If you would like to be added to this page or become a regular member - please [click here](#) for the membership form.



# In partnership since 1999...



[Home](#) | [About us](#) | [Newsletters](#) | [Publications](#) | [Membership](#) | [Our Patrons](#) | [Contact us](#)

## The Southern Uplands Partnership

The Southern Uplands Partnership was started by local people keen to keep the communities and countryside of the south of Scotland alive and healthy. The Partnership represents all sorts of people, as well as government bodies, agencies and councils. Anyone who is committed to the future of the south of Scotland is invited to join. News on projects, publications and job vacancies can be accessed below.

## The Southern Uplands

The landscape of the Southern Uplands is a true, working landscape, peppered with ancient hillforts, glorious abbeys, border battlefields, castles, rieviers' hideaways, market towns and thriving businesses. You can disappear into the Southern Uplands mountainous heart, its forests, open country, towns and villages and enjoy the wealth of history, heritage and wildlife. Click the links on the right to find out more about what makes the Southern Uplands so special.

**SUP AGM 2017** Yarrow feus  
Community Hall, June 28th 2pm  
[Papers here >>](#)

Explore for a day  
**Scottish Borders**  
[Click here for details >>](#)

## About the SOUTHERN UPLANDS

- Map
- Geology
- History
- The Uplands
- Forest & Woodlands
- Rolling Farmland
- Watery Habitats
- Towns & Villages
- Employment
- Leisure
- Nature Based Tourism
- Trail Riding



## Eskdale & Tiddesdale Advertiser

[HOME](#) [NEWS](#) [COMMON RIDING](#) [FARMING](#) [SPORT](#) [NOSTALGIA](#) [LETTERS](#)

[WEATHER](#)

E & L Advertiser

© Thursday, March 16, 2017 at 4:00PM

## Update on Ewe Hill wind farm community benefits

SOCIAL BOOKMARKS



### UPDATE ON Ewe Hill wind farm community benefits.

Scottish Power Renewables will provide two community benefit funds associated with two parts of its wind farm which is located between Langholm and Lockerbie.

## e-news

[Click here to register for news from across the Southern Uplands](#)

## What We Do

[Who we are](#)  
[What we do](#)  
[Past Projects](#)  
[Publications](#)

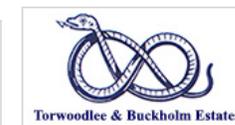
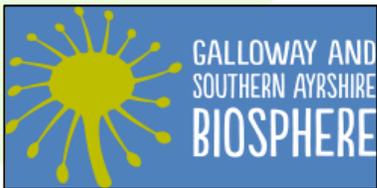
## Latest News

[Newsletters](#)  
[Events](#)  
[Employment](#)

## Our Patrons

The Partnership is increasingly dependent on the generous support of a range of businesses and individuals who share our interest in the sustainable development of the Southern Uplands. "Patrons" are members who pay an annual amount of at least £500 to the Partnership and we hereby acknowledge their support.

If you would like to be added to this page or become a regular member - please [click here](#) for the membership form.



# This changing landscape will demand...

---



1. Partnerships that are **more** innovative and potentially uncomfortable...
2. **Deep collaboration** between private, public and third sectors...
3. **New ways** of exchanging knowledge, experience and learning that demand greater trust and sharing...
4. Us addressing community needs **in ways not tried before**...
5. **Navigation** through uncertainties and certainties...

One example of our evolving  
landscape...

# Enterprise and Skills: implementation



## ENTERPRISE AND SKILLS REVIEW: REPORT ON PHASE 2 JUNE 2017



01.04.2020

### Vision

Our vision is for a new organisation operating in the South of Scotland that will drive inclusive growth, increase competitiveness and tackle inequality in the area through:

- Maximising the area's contribution to Scotland's inclusive growth, supporting a diverse and resilient economy.
- Sustaining and growing communities – building and strengthening communities with joined up economic and community support.
- Capitalising on people and resources – developing skills, promoting assets and resources and maximising the impact of investment in the area.

It will ensure an approach tailored to the area's challenges and opportunities, recognising its distinctiveness but not distancing it from national support. Its success will require a long term commitment from partners to work together to address the deep rooted challenges of the area and to ensure that all can meet their potential.

# Enterprise and Skills: implementation



## ENTERPRISE AND SKILLS REVIEW: REPORT ON PHASE 2 JUNE 2017



### Vision

Our vision is for a new organisation operating in the South of Scotland that will drive inclusive growth, increase competitiveness and tackle inequality in the area through:

- Maximising the area's contribution to Scotland's inclusive growth, supporting a diverse and resilient economy
- Sustaining and growing communities – building and strengthening communities with joined up economic and community support.
- Capitalising on people and resources – developing skills, promoting assets and resources and maximising the impact of investment in the area.

It will ensure an approach tailored to the area's challenges and opportunities, recognising its distinctiveness but not distancing it from national support. Its success will require a long term commitment from partners to work together to address the deep rooted challenges of the area and to ensure that all can meet their potential.

# Enterprise and Skills: implementation



## ENTERPRISE AND SKILLS REVIEW: REPORT ON PHASE 2 JUNE 2017

**Data, Performance and Evaluation**

The report cover for 'Data, Performance and Evaluation' features a bar chart and a photograph of people in a meeting.

**Enterprise and Business Support**

The report cover for 'Enterprise and Business Support' features a photograph of a woman in a business setting.

**Innovation**

The report cover for 'Innovation' features a photograph of a person working at a computer.

**International**

The report cover for 'International' features a photograph of a group of people in a meeting.

**Skills Alignment**

The report cover for 'Skills Alignment' features a photograph of a person wearing a hard hat and safety vest.

**Learner Journey**

The report cover for 'Learner Journey' features a photograph of a group of people in a meeting.

**South of Scotland Enterprise Agency**

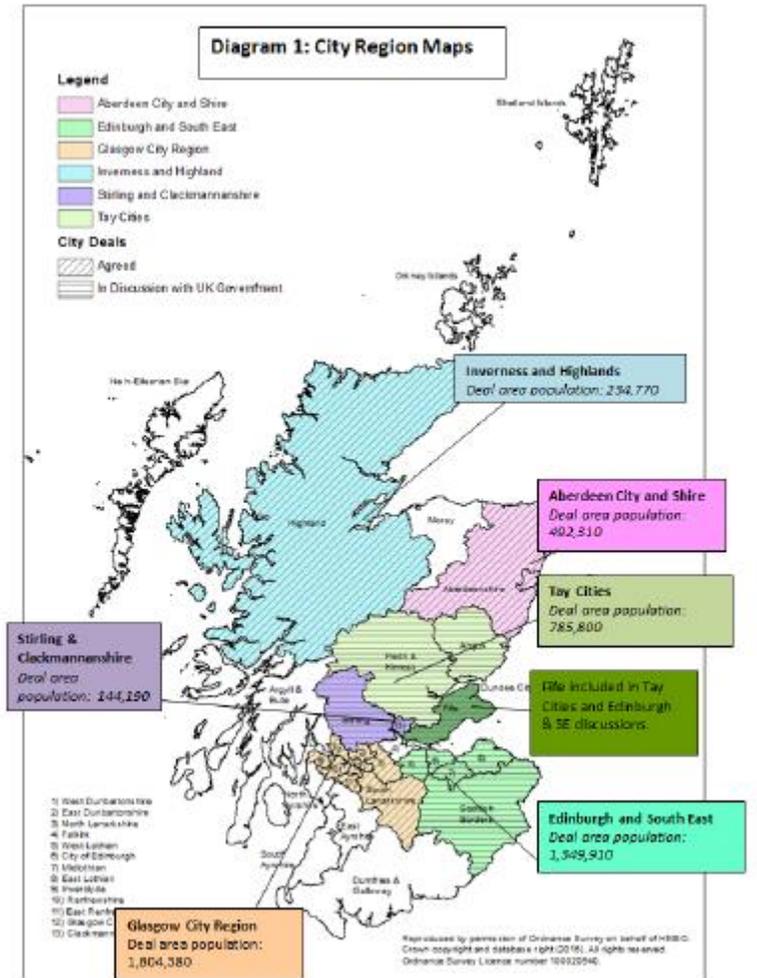
The report cover for 'South of Scotland Enterprise Agency' features a photograph of a person in a meeting.

**Regional Partnerships**

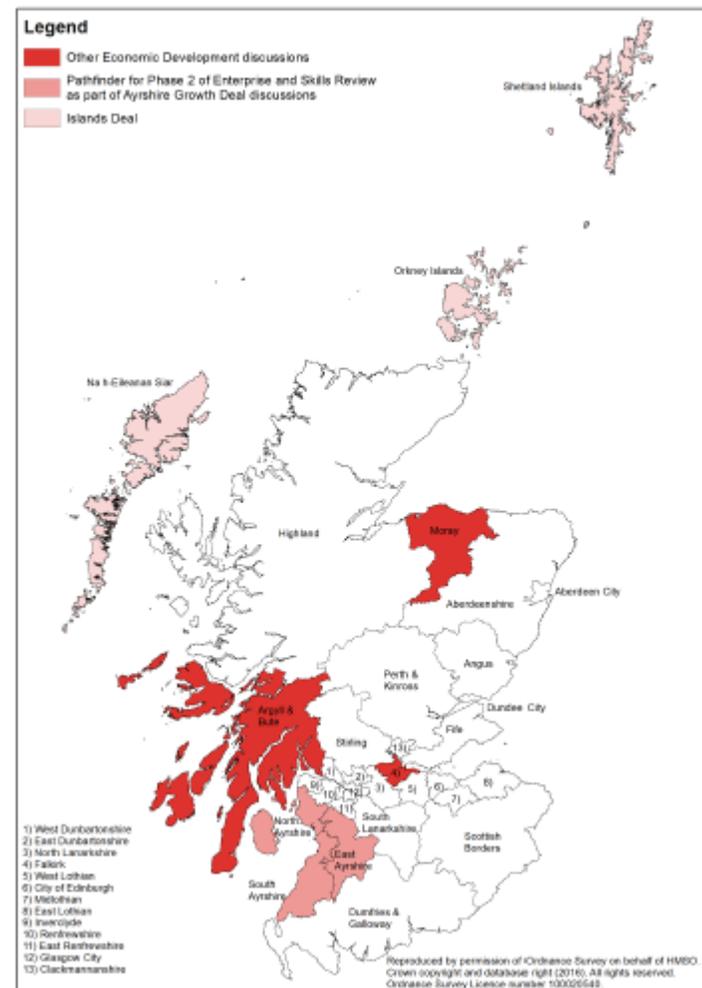
The report cover for 'Regional Partnerships' features a photograph of a city skyline at night.

# Regional Partnerships: **inclusive** economic growth

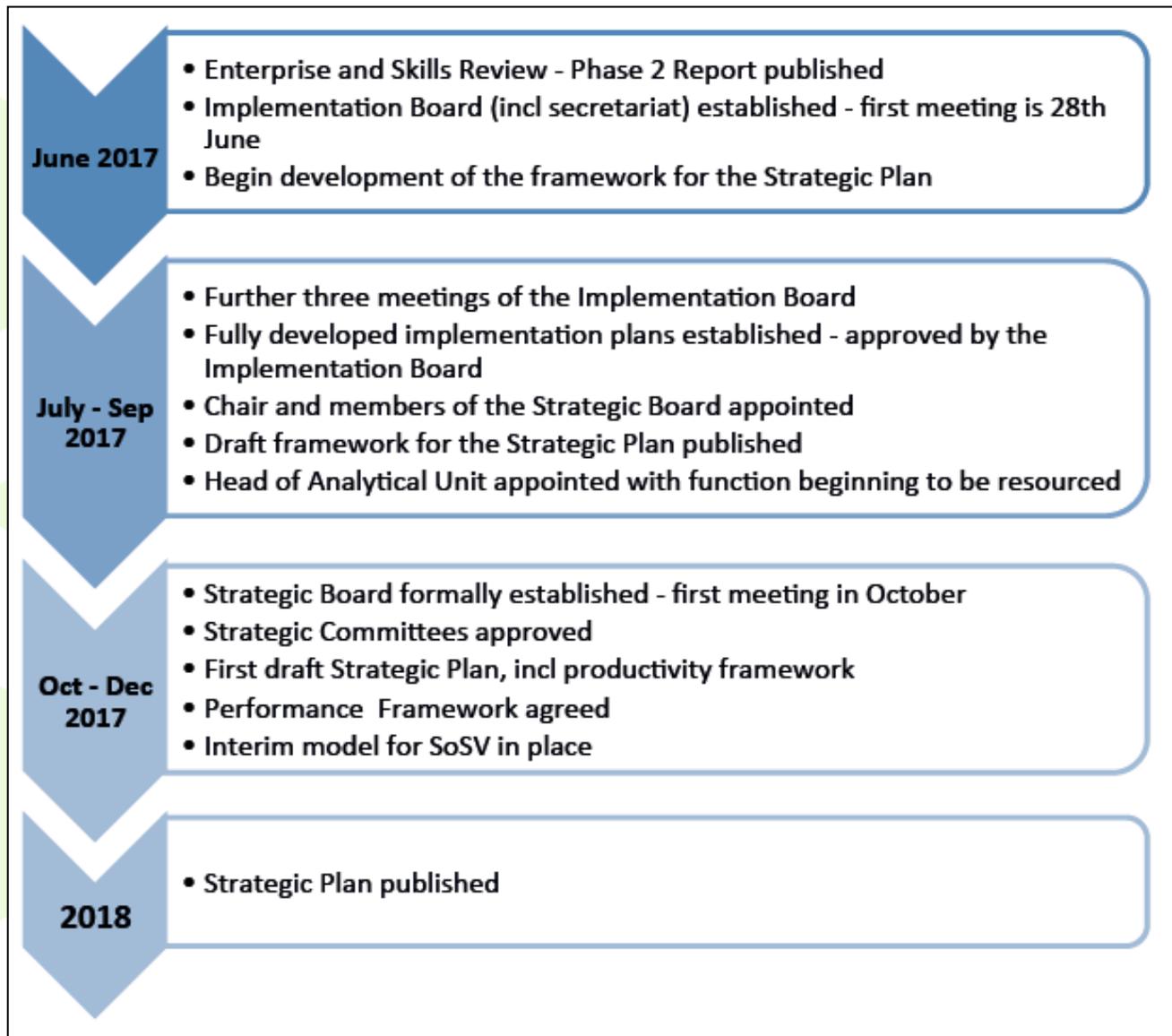
Regional Partnerships: City Regional Deal Structure



Regional Partnerships: Non City Region Partnerships



# Timeframe...



Exemplary innovative partnership  
to support individuals and  
communities...

# Breaking new ground through connections...



the national rural mental health forum

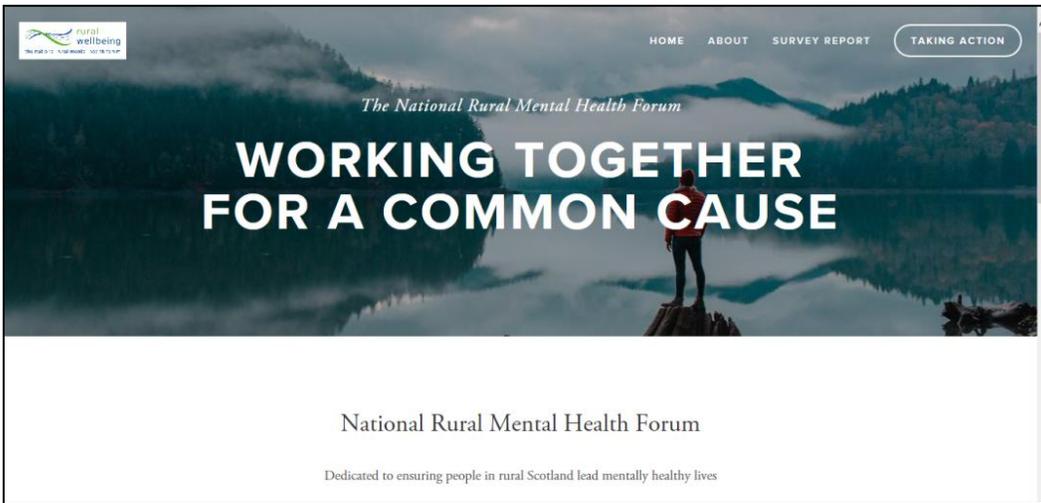


[www.ruralwellbeing.org](http://www.ruralwellbeing.org)



Scottish Churches Rural Group





Helping rural communities and businesses thrive is a priority for this Government and by enabling good mental health, we can all reach our full potential wherever we live.

I welcome the new National Rural Mental Health Forum, rural groups working together for a common cause is a strong move forward in the right direction. I'm pleased to be supporting this positive initiative to help co-ordinate a national focus on mental wellbeing

— Fergus Ewing, MSP, Cabinet Secretary for Rural Economy and Connectivity, Scottish Government



What must we do to increase the resilience of rural communities?

# Challenge ourselves to:

---



## 1. Have **inclusion** as our core goal:

- a. Create mechanisms for being inclusive by: joining forces, deliberate planning and targeted resourcing
- b. Reduce threat of “Darwinian development” – inclusion by chance – new market failure

## 2. Work **together**:

- a. Collectively address issues and create solutions to “intractable problems”.
- b. Generate a cumulative effect by skills- and knowledge-sharing

## 3. See the **whole picture**:

- a. Recognise that some issues remain – not everything changes – let’s not buy into “total uncertainty” story
- b. *Increase our sphere of control*

# Resilient rural communities in an uncertain future: the growing importance of partnerships

Professor Sarah Skerratt, FRSA  
Director, Rural Policy Centre  
Scotland's Rural College (SRUC)