

# PAS STRATEGY 2019-23

## BUILDING RESILIENT COMMUNITIES

### active citizenship at the heart of placemaking



## Who we are and our values

PAS is Scotland's leading place and active citizenship charity. We support a planning system that is inclusive, positive and innovative, where individuals and communities are involved in shaping the future of their place. We help individuals and community groups in an impartial, open and inclusive way.

We provide skills training and support for community groups, planning professionals, elected members and public bodies, as well as to seldom-heard groups who often cannot readily engage in the planning system. We support community organisations to develop and deliver their own aspirations through local place plans.

A big emphasis of our work is to engage children and young people. Our youth projects equip young people with the skills and tools to engage with placemaking and learn about decision making.

We are a volunteer-led organisation supported by a network of over 400 specialist volunteers, including professionals from across the built environment sector. PAS has held Investing in Volunteers status continuously since 2008.

Our Advice Service offers a free, impartial and confidential planning advice service, provided by our specialist volunteers, all of whom are chartered planners. Contact our advice helpline on 0300 323 7602 (calls cost no more than a national rate call) or our website [www.pas.org.uk](http://www.pas.org.uk).



## Core Values

- **Impartiality:** being open minded and tolerant in everything we do. Impartiality is our guiding principle. We do not express an opinion on individual plans or proposals; we instead enable others to engage proactively in the decision-making process
- **Independence:** not aligning to any political, governmental or other organisations
- **Integrity:** working consistently with honesty, fairness, trust and realism for citizens and communities
- **Teamwork:** establishing cohesive and inclusive partnerships internally and externally and taking responsibility
- **Volunteering:** celebrating and promoting a volunteering ethos
- **Enabling:** providing the knowledge to allow people, including those seldom heard, to positively engage in planning and place
- **Professional:** providing a high standard of service and complying with appropriate professional codes of conduct

## Our vision and what we will do to achieve it

*A successful place is a place where people feel empowered, are connected to decisions that affect them – and are connected to each other – and at the same time have the opportunities to create a thriving community.*

Petra Biberbach CEO, PAS

PAS is a uniquely placed organisation within Scotland with the capacity for and desire to challenge the status quo of working with communities.

Three long term inter-linked drivers combine to set PAS apart from any other organisation:

- a) reaching 'seldom heard' or 'disenfranchised' to build equal opportunities to be active citizens;
- b) giving specific focus on building young people's capacity to be active citizens; and
- c) contributions from and to our volunteers to provide a distinct opportunity for cross sectoral professional working, active learning and enabling more active citizens



The importance of well-functioning places is increasingly recognised. At PAS we strive to connect communities to the **decision-making processes** to create good places, help to unlock ideas and articulate visions that people have for their place to ensure community views are listened to. PAS believes that an inclusive community is one that can accommodate different points of view, where debate is encouraged and where people are ready to come forward with their ideas.

PAS aims to connect people to the decisions about their place. Our ethos is inclusive; we work with people all over Scotland and from different communities including seldom heard groups such as Gypsy/Traveller communities, children & young people, and young adults living in sheltered accommodation. Our aim is to continue to articulate the vision of a place that is safe, resilient and empowering for all people. Working in partnership with others is key to achieving this.

## National Outcomes

A new set of National Outcomes has been developed to improve the well-being and quality of life of the people of Scotland. They have also been formulated to link with and promote commitment to the United Nations' Sustainable Development Goals which are aimed at improving wellbeing across the world.

The United Nations lists amongst its Sustainable Development Goals 2016-30:

10. reducing inequality – paying attention to the needs of disadvantaged and marginalised groups
11. creating sustainable cities and communities – providing opportunities for all, with access to basic services, energy, housing, transport and more

The United Nations Convention on the Rights of the Child is also significant and relevant to our work.

All of the Scottish Government’s new National Performance Framework National Outcomes (National Indicators and Sustainable Development Goals) are relevant to the work of PAS. Their **purpose** is to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing and sustainable and inclusive economic growth. Their **values** chime with the core value of PAS: “we are a society which treats all our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way”.



The most relevant National Performance Framework Indicators are:

- We live in communities that are inclusive, empowered, resilient and safe
- We grow up loved, safe and respected so that we realise our full potential
- We are well educated, skilled and able to contribute to society
- We are healthy and active
- We value, enjoy, protect and enhance our environment
- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
- We respect, protect and fulfil human rights and live free from discrimination

These are important and worthwhile National Outcomes and it is at the most local level that we plan and make choices about the places we live and work and where we will see the real benefits of combining place and community goals. Engaging and empowering local people of all ages in decisions about the future of their cities, towns and villages results in more sustainable, well-designed environments and importantly leads to more active and engaged citizens.

PAS is uniquely positioned to contribute towards the achievement of these National outcomes (see our vision above).

## Strategic Objectives

The world is changing; PAS wants to build strong, resilient partnerships involving active, informed citizens at all levels to maximise the benefits for all and to contribute to achieving more vibrant, sustainable places in which to live and work.

PAS strategic objectives are based on the importance of planning and place, our own 3 key drivers and relevant National Performance Indicators. The strategic objectives are:

- To reduce inequality by targeting seldom heard groups
- To help provide homes for everyone
- To create places that enable 'resilient communities'
- To regenerate town and village centres
- To raise awareness of the positive role of planning
- To develop a unique three-way volunteering approach:
  - expertise
  - active learning
  - building trust

## Delivery

PAS will deliver its strategic objectives by:

- being relevant (contributing to National Outcomes)
- being innovative and bold
- being an advocate for and embracing opportunities in the place agenda
- collaborative working (e.g. facilitating co-production between developers and communities)
- being dynamic, active and solutions focused
- being an 'ideas factory' for innovative thinking on the place making and inequality



## Achieving Success

- We will shift the focus of our message from our activity, to outcomes and the social benefits that we deliver for our partners
- We will shift the balance of engagement from being reactive to proactive, having the confidence to explain the benefits we offer to our partners
- We will assist our partners to build inclusive relationships that reach out to include the seldom heard
- We will assist our partners to build on their own skills and expertise, offering ongoing relationships and support and increasing their ability to help shape their own futures
- We will agree at the beginning of each project what benefits are sought
- We will embrace collaborative working, facilitating co-production
- We will be bold and innovative
- We will embrace opportunities in the place agenda
- We will be an 'Ideas Factory' for innovative thinking

- We will harness and promote the unique benefits of our specialist volunteers who give communities and others we work with unparalleled access to their immense professional experience
- We will publicise our work and the positive role of planning through conferences, seminars and papers
- We will harness the benefits and availability of digital tools
- We will build effective relationships with the media as the 'go to' for community empowerment
- We will promote Scotland's placemaking experience through our international networks and ensure our partners at home have access to the best international ideas
- We will help ensure that everyone is involved in the planning system

## Indicators of Success

We will measure our success by:

- the **feedback** we receive
- the **increase** in numbers of partners and supporters, particularly seldom heard groups
- increasing our **influence** on and the **scope** of place based activities we are involved in
- adding value and delivering **social impact** for our partners



## Who we will work with

PAS will aim to work with the following **partners** and **supporters** over the next five years:

### *Government (local and national)*

- Elected members
- Local authority
- Community Planning Partnership

### *Communities and Individuals*

- Community councils
- Place-based groups and individuals
- Seldom heard groups and individuals, young people, ethnic minorities (including Gypsy/Travellers), disadvantaged communities, disabled

### *Infrastructure Providers, Developers & Agencies*

- Government agencies, Transport Scotland; Scottish Futures Trust; Architecture & Design Scotland; Historic Environment Scotland

- Homes for Scotland; Housing Associations
- Education Scotland

#### *International networks and Educational Establishments*

- Innovation Circle Network
- European Network of Third Sector Leaders (EUCLID)
- Universities and action research organisations
- Schools



### **Partnership and Supporters**

The role of PAS over the next five years is to promote and enable all people to get involved in shaping and creating positive places and communities through **better engagement and active citizenship** that deliver real benefits for our partners.

PAS Partners and Supporters will promote:

- **Integrity:** working consistently with honesty, fairness, trust and realism for citizens, communities, and other partners and supporters.
- **Inclusiveness:** establishing cohesive and active partnerships and taking responsibility for their success through better engagement and active citizenship.
- **Openness:** being open minded and tolerant, using an enquiry based approach to working with communities and individuals to help them to engage proactively in planning and place.
- **Professionalism:** providing a high standard of service and complying with appropriate professional codes of conduct eg The Royal Town Planning Institute.
- **Volunteering:** PAS Partners and Supporters are expected, within their organisations, to promote and celebrate a volunteering ethos.

By working with PAS, partners will be able to -

- identify creative solutions for the social and economic development of places and communities that are understood and accepted by all
- harness local talent and community strengths to help citizens of all ages shape their own futures

- build relationships and partnerships between communities and service providers that can be harnessed for future needs
- promote greater trust and engagement in the political system and our elected politicians
- establish local place plans that provide clarity and certainty for public, private and community partners alike.