Place Standard process evaluation: learning from case studies in year one

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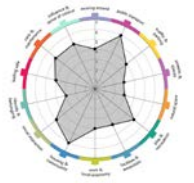
Place Standard process evaluation: learning from case studies in year one

"Using the Place Standard has resulted in better team working across services... it helped to minimise the silo mentality."

"I feel like we reached more people than we ever have... quite a lot of people said this is the first consultation they have been part of."

"We cannot afford to have done all this work, engaging with the community, and nothing happens."

"Massively higher public engagement as a result of the Place Standard."
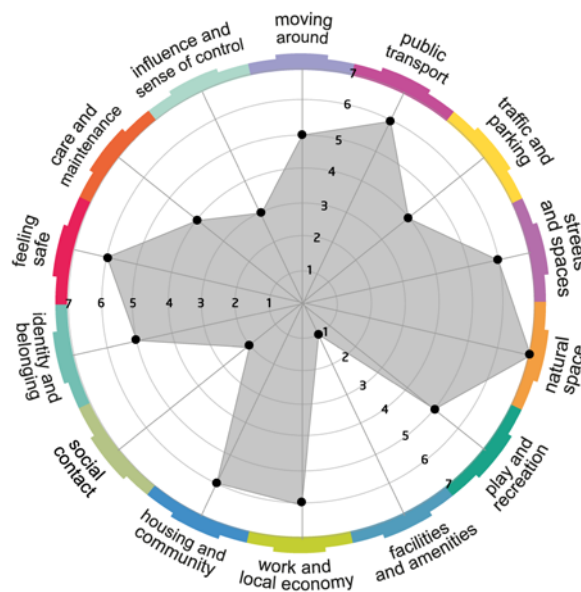
"I personally found it a very useful tool. Normally you end up with a plethora of views, whereas the Place Standard helped to direct these and create a meaningful output to elicit change"

"This process would definitely benefit from having someone who is skilled and competent with data analysis skills, particularly with qualitative data."

May 2017

Acknowledgements

EXECUTIVE SUMMARY

Background

Place is the combined social, economic, physical, cultural and historical characteristics of a location.[i,ii] There is a wealth of evidence that place impacts on health and wellbeing and contributes to creating or reducing inequalities.[iii] In an effort to improve the quality of places across Scotland, the Place Standard tool was developed in collaboration with NHS Health Scotland (NHS HS), Scottish Government (SG) and Architecture and Design Scotland (A&DS).

The Place Standard tool provides a framework for place-based conversations to support communities, public, private and third sectors to work together to deliver high quality, sustainable places. The Place Standard is based on 14 different themes that are important for delivering high quality places that support health and wellbeing. In asking a series of questions relating to each of the 14 themes, it allows participants to identify strengths and weaknesses and presents these in an engaging and illustrative way (Figure 1.) This can be used to develop and prioritise actions that will improve places and the lives of the people that use them.
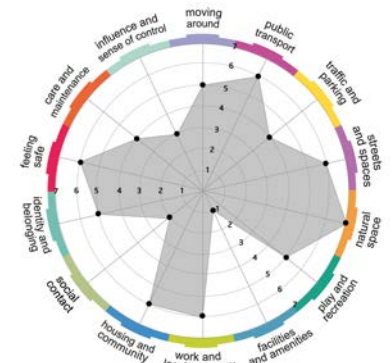
Figure 1. The Place Standard Tool

NHS HS, SG and A&DS are currently leading on the implementation of the Place Standard, alongside key partners including the Improvement Service and Glasgow City Council. As part of this, NHS HS have evaluated the process of Place Standard implementation, within the first year of its launch. The three central aims of the evaluation are to:

1. Understand the reach of the Place Standard across Scotland.
2. Understand how the Place Standard has been implemented across local settings.
3. Capture and share learning from Place Standard implementation to support improvements for future use of the tool.

Methods

Case study methodology was considered to be the most appropriate method to support the evaluation. Five case study areas were purposively selected to reflect varying contexts of Place Standard implementation. Data collection was predominantly qualitative, with 25 qualitative interviews carried out with implementation leads across the five areas. Where feasible, some observations of Place Standard engagements and project meetings were carried out to enhance process learning. A descriptive case study has been written up for each area. These are included as appendices (Appendix 1 to 5).

Data on Place Standard use has been collected on an ad hoc basis by the implementation team. These data were analysed to establish the reach of the Place Standard across Scotland and supplemented with evidence from the case studies on the extent and nature of engagement.

Data were collected between December 2015 and February 2017.

Key Findings

Understanding Place Standard Reach: National Findings

There were 65 separate instances of Place Standard use recorded by the implementation team across Scotland between December 2015 and February 2017. It is estimated that the Place Standard has reached over 11,000[1] individuals in Scotland, with application being reported across 22 local authorities[2].

The Place Standard has been applied in many different contexts and a variety of ways. It has been used most commonly to facilitate community engagement to inform local planning (e.g. development of locality plans) or strategic planning (e.g. master-planning or to inform a council's strategic plans). In addition, there have been several examples of the Place Standard being used as a capacity building or educational tool with stakeholders or students. Methods have varied from using the Place Standard as an online survey, as part of focus group exercises or as part of stakeholder workshops. The Place Standard has also been applied across geographical areas of very different sizes, from smaller localities to whole local authorities.

Place Standard Reach Recorded Across Scotland (Up to February/March 2017)

Key:
2 ◆ Number of activities using the Place Standard Tool in each Local Authority Area.
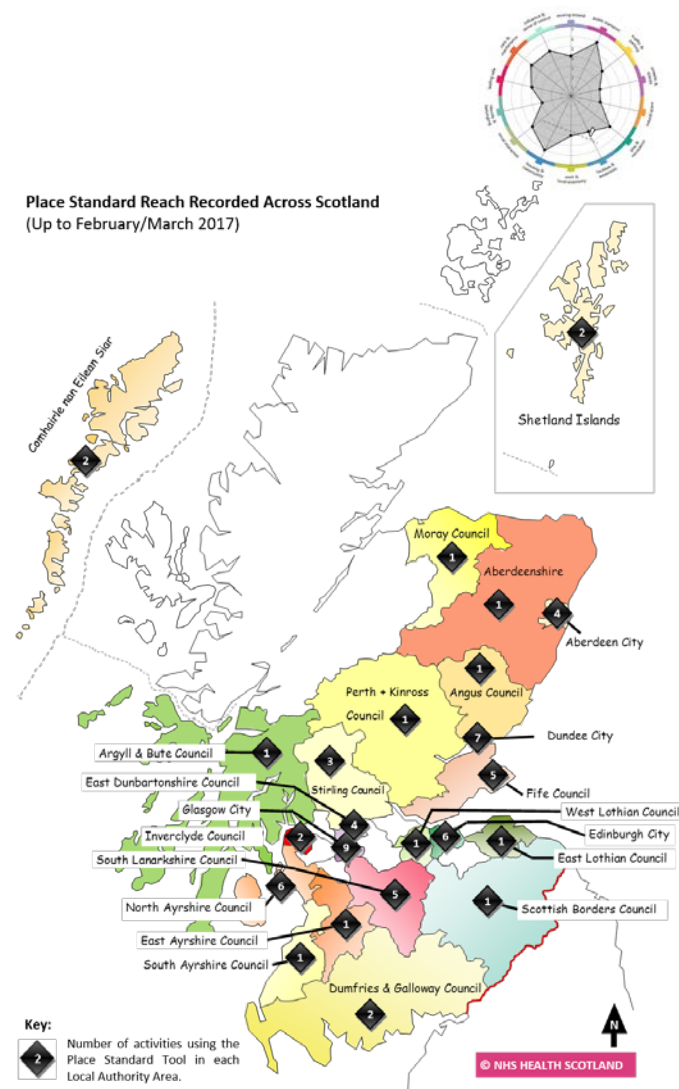
Understanding Place Standard Reach: Findings from local case studies

Local reach of the Place Standard is largely dependent on how it is used. Of the five case study areas selected to support the evaluation, two reached over 7% and 5% of the local population. In these areas, implementation leads suggested that reach was much higher in comparison to previous consultations. Where demographic details were known, women were twice as likely to engage as men and there was limited representation from young people across four of the case study areas. Ensuring involvement of people from all age, gender and socio-economic groups was described as a challenge by implementation leads. A few implementation leads suggested that taking a targeted approach to engagement could potentially overcome this.

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[1] This is made up from a mixture of smaller face-to-face engagements and larger online engagements.

[2] This only includes reported use of the Place Standard captured by the implementation team. It may have been used in other places not recorded by the team. In addition, reporting its use in a local authority area does not necessarily mean that the Place Standard was implemented by the local authority itself (for example, it could have been initiated by a community group within a local authority area). **If you are using the Place Standard and would like to tell us about its use please email** nhs.healthscotland-placestandard@nhs.net
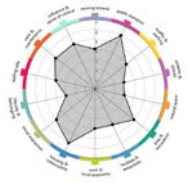
Key Process Learning

Seven themes emerged as being important to the successful implementation of the Place Standard:

1. Engagement
2. Importance of context
3. Key skills
4. Resourcing
5. Achieving buy-in
6. Managing expectations
7. Delivering actions

Facilitators that supported Place Standard Implementation

Six key facilitators were identified as supporting Place Standard implementation:

1. Having someone with previous analytical experience, particularly of qualitative analysis.
2. Having previous facilitation experience or community engagement experience.
3. Obtaining good buy-in across senior management, stakeholders and community to implement the Place Standard and deliver on actions.
4. Moving away from traditional engagement techniques, such as open public meetings, in order to maximise engagement.
5. Having existing mechanisms for engagement already in place.
6. Aligning the Place Standard engagement process with strategic or financial decisions to maximise its influence on decision-making.

Barriers to Place Standard Implementation

Four key barriers were identified for implementing the Place Standard:

1. Managing and analysing the data was described as resource intensive when using the Place Standard with larger groups and more guidance was needed on how to approach analysis.
2. Ensuring engagement is representative across the community was described as a challenge.
3. Buy-in across services was described as a challenge for some implementation leads.
4. Some implementation leads described uncertainty about responsibility for taking forward actions identified by using the Place Standard that sits beyond their role.

General reflections of the Place Standard tool

The Place Standard tool was perceived very positively by implementation leads, particularly as a tool to support community engagement. Implementation leads described the Place Standard as straightforward, easy to understand, and helped to add another layer of understanding about place. In addition, the Place Standard diagram was perceived to be a powerful representation of place that could be used to direct actions.

Implementation leads also highlighted some barriers they faced when using the Place Standard tool, with the most common barrier reported being a perceived overlap and duplication between themes. Other barriers highlighted by respondents included the length,
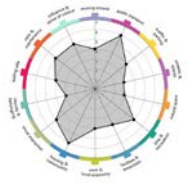
the accessibility of the language used within the tool for certain user groups, and the fact that NHS or Educational Services were not explicitly referenced within the 14 themes. Finally, some implementation leads suggested that the scoring was particularly complex if one aspect of the theme scored well and another scored poorly (e.g. walking and cycling).

Overall, implementation leads perceived the qualitative comments obtained from the Place Standard tool as being more important in identifying priorities than the score.

Discussion and Conclusions

This evaluation was designed to understand the reach of the Place Standard and generate key learning emerging from local implementation one year after its launch. The Place Standard has been implemented in many different contexts, across large and small populations, and using different delivery methods. Despite these differences in implementation contexts, some key themes have been identified, and this learning, including the barrier and facilitators to effective implementation, appear to be applicable across all contexts.

The Place Standard is expected to work by engaging the population in dialogue to generate place-based priorities, which will then translate into tangible action over time. However, ensuring those engaged are representative of the whole population can be challenging and it is important that future implementation efforts ensure that all communities, including those currently most marginalised and under-represented are supported to participate in order to maximise any potential contribution of the Place Standard to reducing inequality.

Finally, it is important to recognise that the Place Standard tool is the beginning of a process and it is vital that stakeholders, services and communities are bought into this process and play a lead role in delivering actions. Actions to improve the quality of places are likely to occur over time and require resources, so ultimately, the impact of the Place Standard will depend on whether the resources and the commitment are available to deliver the local priorities identified by using the tool.

INTRODUCTION

There is a wealth of evidence that the social and physical environment influences health and wellbeing outcomes[iv][v]. The places in which we live and spend time influence health outcomes and contribute to increasing or reducing health inequalities. Individuals living in areas of deprivation are more likely to be exposed to environmental factors that contribute to poorer health outcomes, such as poor air quality, and less likely to be exposed to environmental factors that improve health outcomes, such as natural space[vi].

In an effort to improve the quality of places across Scotland, the Scottish Government (SG), NHS Health Scotland (NHS HS) and Architecture and Design Scotland (A&DS) developed the Place Standard tool, launched in December 2015, to support the delivery of high quality sustainable places across Scotland[vii]. The Place Standard is designed to facilitate structured conversations to assess the quality of places, based on 14 themes that are important to health and wellbeing (Figure 1). The Place Standard asks a series of questions about a place so users can identify the strengths and weaknesses and prioritise areas for action. The Place Standard has been designed for use by multiple user groups, including the community and the public, private and third sectors.
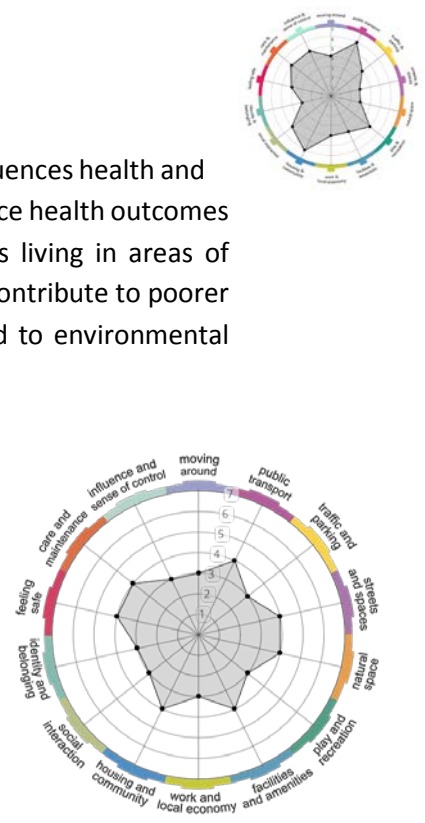
Figure 1. The Place Standard Tool

Place Standard Purpose

The purpose of the Place Standard is to support the delivery of high quality places in Scotland and to maximise the potential of the physical and social environment in supporting health, wellbeing and a high quality of life. It will do this by articulating what makes a good, healthy, sustainable place and setting a framework for processes which deliver places of high quality.

Source: Place Standard Implementation Team

NHS HS, SG and A&DS are currently leading the implementation of the Place Standard, alongside key partners including the Improvement Service and Glasgow City Council. The plan was signed off by the Place Standard Implementation Board in July 2016 and sets out a clear framework of outcomes and actions over a three-year period to support implementation of the Place Standard across Scotland. As part of the implementation plan, NHS Health Scotland has evaluated local experience of using the Place Standard across Scotland in the first year of implementation.
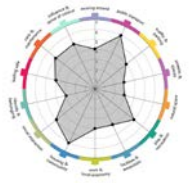
THE EVALUATION

The aim of this evaluation is to describe the use, reach and process of Place Standard implementation across Scotland since its publication in December 2015 and to understand the factors facilitating or hindering its use. The purpose of the evaluation is to generate learning that will inform future development and implementation of the Place Standard.

Aims
The three central aims of the Place Standard evaluation are to:
1. Understand the reach of the Place Standard across Scotland.
2. Understand how the Place Standard has been implemented across local settings.
3. Capture and share learning from local experience of using the Place Standard to support improvements for future use of the tool.

METHODOLOGY

Overview
The Place Standard is designed as a versatile tool that can be used in a number of ways, including strategic planning, locality planning, and as a tool to support community engagement. We carried out case studies reflecting some of the different ways in which the Place Standard has been used. The evaluation involved the collection of predominantly qualitative information from key implementation leads who had experience of implementing the Place Standard within their local context. A description of the methodology has been split into two sections and aligned with the above aims:

1. Understanding Reach of the Place Standard (Aim 1)
Evidence on reach has been collected since December 2015 on an ad hoc basis by the implementation team. An activity tracker database was set up to gather data on reach and these data were generated from a number of sources including the project team, local authority leads, and Place Standard Alliance members. Information was recorded on the number of times the Place Standard has been used, the context in which it was used and the number of individuals reached. However, there is no mandatory requirement for individuals or groups to report when they are using the Place Standard. This means that data on reach at a national level are likely to be a significant underestimate. Therefore these data on reach at a national level have been supplemented with data collected from the five case study areas on the number and range of people involved in using the Place Standard at a local level.

2. Understanding Local Implementation (Aim 2 and 3)
Case studies were carried out to understand and learn from the different ways in which the Place Standard has been used to date. The aims of the case studies were to:
- Document what the Place Standard was used for and by whom
- Investigate the processes involved in implementing the Place Standard
- Identify barriers and facilitators to implementing the Place Standard
- Capture and share learning to inform future implementation efforts.
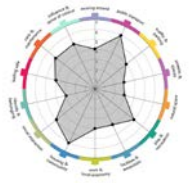
Five case studies were selected as part of the evaluation. Case study areas were chosen to represent different contexts of use, representation from different user groups and to provide a geographical spread across Scotland. The five case study areas were:

1. Hillhead and Harestanes – Keep Scotland Beautiful, East Dunbartonshire Council, and NHS HS were involved in a joint project to implement the Place Standard within the Hillhead and Harestanes areas to gather data from community consultations to inform locality planning. (Appendix 1)
2. Broomhill, Greenock – The Place Standard was used by Inverclyde Council and River Clyde Homes as part of a community consultation exercise using focus groups to inform a large scale social housing regeneration project. (Appendix 2)
3. Shetland Islands – The Place Standard has been used as part of an online community consultation exercise to inform strategic planning across Shetland Islands Council including housing, transport, community planning and spatial planning. (Appendix 3)
4. Fife People's Panel – The Place Standard was used across Fife Council as part of their people's panel survey, to gather data to inform their strategic plans and local strategic assessments. (Appendix 4)
5. Blairgowrie & Rattray – An independent consultant was commissioned to carry out a Town Centre Charrette[3] within Blairgowrie town centre and the Place Standard was used as a mechanism for community engagement. (Appendix 5)

A descriptive case study has been written up for each area and these are included as appendices. (Appendix 1 to 5)

Data Collection

To reflect the varying contexts in which the Place Standard was implemented, the data collection process varied across each of the five case study areas. Qualitative interviews were conducted with implementation leads and key individuals involved in the process. A total of 25 interviews were carried out. This included interviews with community planning representatives, spatial planners, housing and transport planning managers, private consultants, community representatives, project officers, data analysts, project managers and executive directors. In addition to qualitative interviews, in some of the case study areas processes involved in implementing the Place Standard were observed. These included place standard training, community engagement, project meetings, data analysis processes, and feeding back Place Standard results to the community. The types of documentation available for review varied across each of the case study areas and included Place Standard reports, minutes from meetings and email correspondence from community members about the Place Standard. Appendix 6 outlines the varying approaches and data collection methods used across each of case study areas.

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[3] A Charrette is a public meeting or workshop to bring together the community, planners, designers and others to collaborate on the design of something such as a place.

Programme logic model
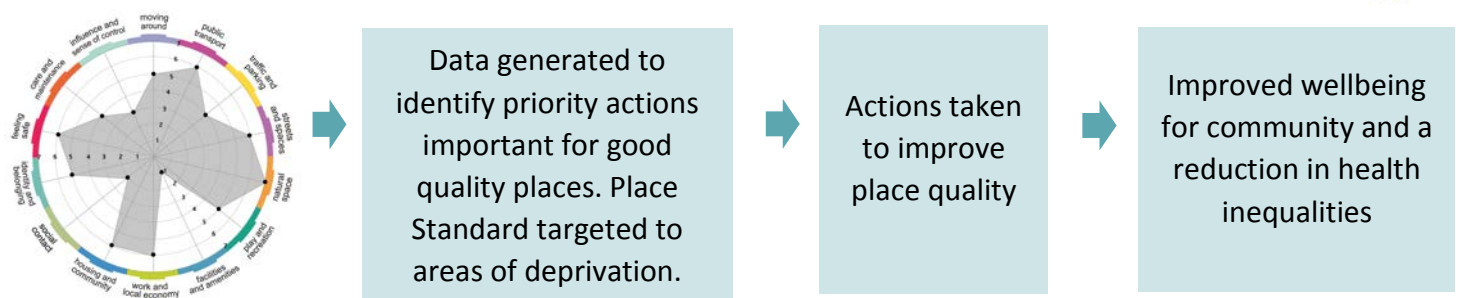
Figure 2. Place Standard Logic Model

Figure 2 illustrates how the Place Standard is expected to impact on places over the longer term. It suggests that using the Place Standard, targeted towards areas of deprivation, results in the generation of place-based data and knowledge and the identification of priority actions. It assumes that actions are undertaken to improve the quality of places and this contributes to improved wellbeing for the community and a reduction in health inequalities, if targeted to communities and areas of deprivation. This evaluation focuses on how the Place Standard has been used to generate data to inform priority actions.

Ethics

The NHS Health Scotland Research Services team confirmed that ethical approval was not required. Research protocols were followed in the five case study areas and ensured that all staff members were aware of the aims, objectives and purpose of the evaluation. Informed consent was sought in all cases prior to undertaking the interviews. All the data were stored in a secure drive and were non-identifiable ensuring confidentiality of participant data throughout the evaluation process.

FINDINGS

This section presents the findings in relation to the study aims. The first part describes where and how the Place Standard is being used across Scotland as a whole and then describes who was involved in using the Place Standard in each of the five case studies. The second section draws out key learning emerging across the five case studies regarding how the Place Standard can be used most effectively.

UNDERSTANDING PLACE STANDARD REACH: NATIONAL FINDINGS

KEY POINTS UNDERSTANDING PLACE STANDARD REACH: NATIONAL FINDINGS
- Since December 2015, 65 separate instances of the Place Standard have been reported across Scotland.
- Estimated that 11,000 individuals were involved in initiatives using the Place Standard.
- Use of the Place Standard has been reported across 22 local authorities.
- The Place Standard has been used across different contexts and in different ways, from community-led use in small local areas to surveys across whole local authority areas.
- The most common use of the Place Standard reported was as a tool to support community engagement.

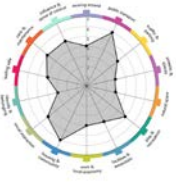
Number of Place Standard applications

Since its launch in December 2015, there have been 65 separate recorded instances across Scotland of people using the Place Standard. These vary in terms of scale, ranging, for example, from the Place Standard being used by one single focus group involving 20 individuals within a small area, to an online community consultation exercise reaching over 6,000 individuals across a whole local authority. Most implementation involved an element of community engagement either to inform strategic planning, locality planning, or housing development proposals. In addition, there were several instances of the Place Standard being used as a training and capacity building exercise with stakeholders or students.

Based on the data included within the activity tracker, a conservative estimate suggests that the Place Standard has reached over 11,000[4] individuals in Scotland across 22 local authorities[5].

Systematic demographic data on Place Standard reach is unavailable, as most people who recorded their use of the Place Standard did not provide additional details of who was involved.

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[4] This is made up from a mixture of smaller face-to-face engagement sessions and larger online engagements (for example, one online engagement reached 6,000 individuals)

[5] This only includes reported incidents captured by the implementation team and there are likely to be further examples in many areas which were not captured. Use recorded in a local authority area does not necessarily mean that the Place Standard was actually implemented by the local authority (for example, could be initiated by a community group within a local authority area).

The reach of the Place Standard across Scotland is shown below. This illustrates the number of Place Standard uses across local authorities captured by the implementation team between December 2015 and February 2017. This is likely to be an underestimate for the reasons explained earlier[6].

Place Standard Reach Recorded Across Scotland
(Up to February/March 2017)
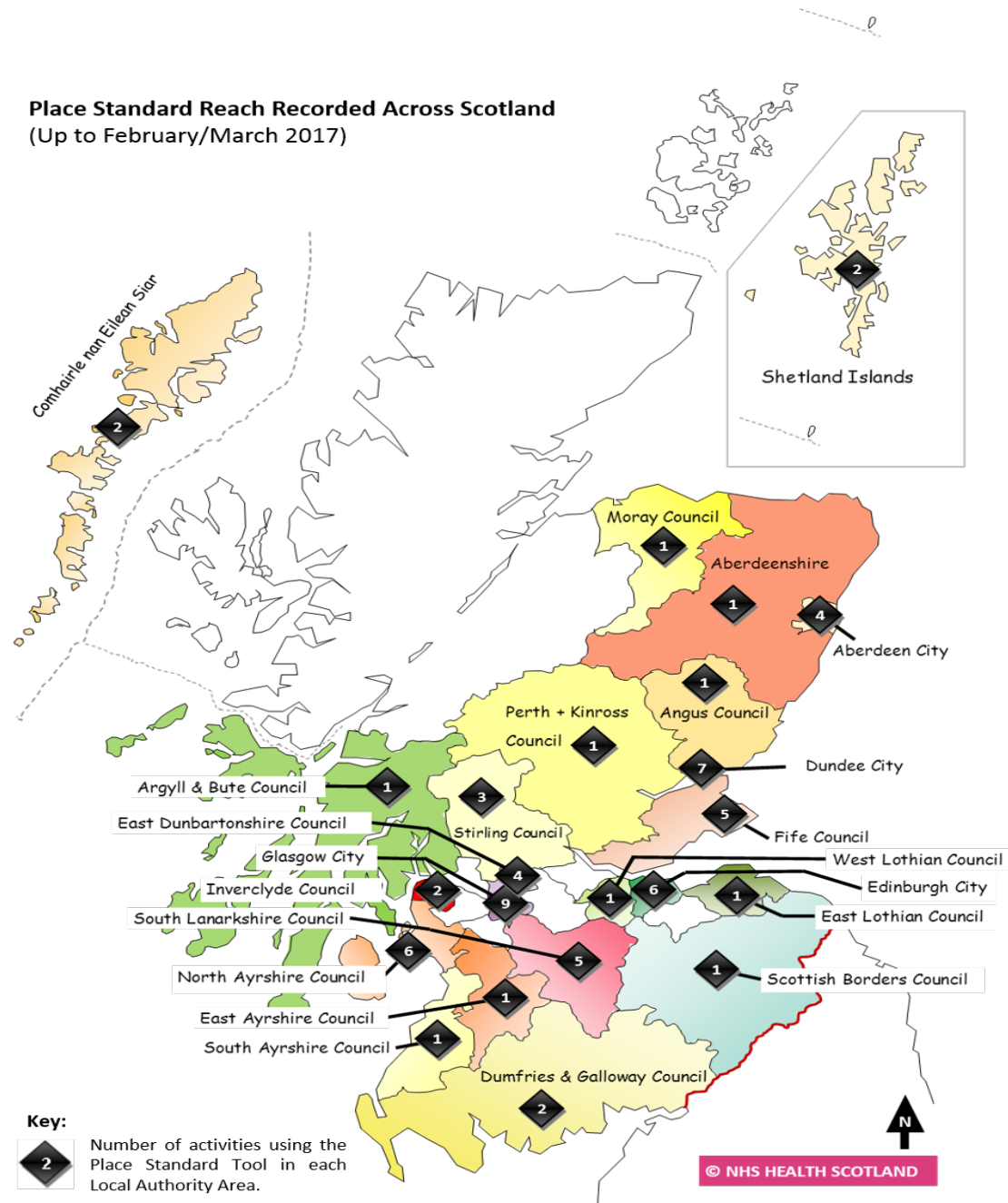
Key:

Number of activities using the Place Standard Tool in each Local Authority Area.
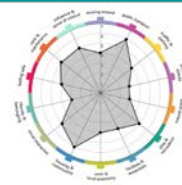
UNDERSTANDING PLACE STANDARD REACH: FINDINGS FROM LOCAL CASE STUDIES

An important aspect of the reach of the Place Standard relates to who is involved in using it in the places where it has been used. Evidence on this can be drawn from the five case study areas. Those reached varies according to how the Place Standard has been used.

Case Study 1 Hillhead and Harestanes (appendix 1)

The Place Standard was implemented across Hillhead and Harestanes to support locality planning as part of developing East Dunbartonshire Council's Local Outcomes Improvement Plans. These areas were chosen due to their higher levels of deprivation and engagement focussed on groups that were not typically involved in such activities.

There were approximately 500 respondents, reaching over 7% of the Hillhead and Harestanes population. Although an online survey was made available, which gathered over 70 individual responses, the remaining consultation responses were from focus group sessions or one-to-one's with engagement officers/stakeholders and community members. Of those that reported demographic information, women were twice as likely as men to complete the Place Standard and there was a spread across the different protected characteristics (age, ethnicity, learning difficulties, caring responsibilities etc.)

Implementation leads reported that having a targeted engagement process ensured that individuals that are least likely to engage were represented through the Place Standard consultations and implementation leads reported engagement to be significantly higher in comparison to past engagement.

> *"Our reach was much higher than we ever have had before. We also reached a lot of protected characteristic groups and those that wouldn't typically engage in any type of consultation."*

> Implementation lead (1a)

> *"I feel like we reached more than we ever have…quite a lot of people said it was the first consultation they have ever been part of."*

> Implementation lead (1b)

Case Study area 2 Broomhill (appendix 2)

Residents of Broomhill were invited to attend one of four focus group sessions being held over a three-month period to carry out Place Standard consultations to inform regeneration activity. There were ten residents in attendance at the first two sessions, with five attending the 3rd and six attending the 4th session. There was a higher portion of females attending the sessions and no representation from individuals under the age of 18. Reflecting on the reach of the Place Standard, implementation leads acknowledged that achieving representative engagement can be challenging.

> *"Engaging with the right people and representative groups is key, but this can also be challenging."*

> Implementation lead (2a)
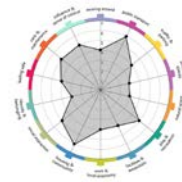
Case Study 3 Shetland (appendix 3)

Acknowledging that traditional engagement methods, such as public meetings, often result in low turnout, Shetland Islands Council (SIC) transferred the Place Standard into an online survey with the aim of reaching a higher number of individuals across Shetland. This resulted in a total of 936 responses, reaching 5% of Shetland's total population over the age of 15. There was a spread across each of Shetland's locality areas enabling the data to be broken down for analysis to identify priority actions within each locality. Women were twice as likely to respond to the online consultation as men. Young people were not represented as part of the consultation. Implementation leads recognised that this was a gap in the consultation process, which potentially could have been overcome by engaging with education services.

> *"Taking the time to engage with education at an early stage in the project planning process would likely have changed this outcome."*

Implementation lead (3e)

Case Study 4 Fife People's Panel (appendix 4)

The Place Standard was implemented as part of Fife People's Panel survey to generate data and knowledge to inform strategic and locality plans. Fife People's panel includes a representative sample of over 2,000 residents across Fife who provide their opinions about a range of services to support Fife Partnership to improve their services. The response rate for this survey was around 45%, with implementation leads reporting that this was a similar response rate to other surveys conducted with panel members. Similarly to case study 3, there were around 940 responses, although this represents a smaller proportion of the population in Fife compared to Shetland.

Case Study area 5 Blairgowrie & Rattray (appendix 5)

The Place Standard was used as part of a town centre Charrette to facilitate community engagement. Overall, approximately 170 individuals completed the Place Standard. There was a workshop session held with key stakeholders reaching approximately 20, with the remaining responses generated from community members.

KEY POINTS: UNDERSTANDING PLACE STANDARD REACH: FINDINGS FROM LOCAL CASE STUDIES
- Local reach was dependent on context, scale and method of Place Standard implementation.
- Where demographic details were known, women were more likely to engage than men.
- Representation from young people was low across some of the case study areas.
- Achieving representative reach was described as a challenge of community engagement.
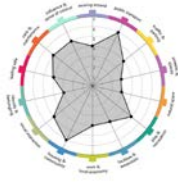
UNDERSTANDING PLACE STANDARD IMPLEMENTATION: PROCESS LEARNING

SUMMARY FINDINGS

Seven key learning themes have emerged from the process of implementing the Place Standard: engagement; importance of context; key skills; resourcing; achieving buy-in; managing expectations; and delivering action.

The second aim of the evaluation was to understand how the Place Standard has been implemented across local contexts. Understanding the implementation process aids in identifying characteristics of implementation that are key to the Place Standard contributing to positive outcomes. The following section identifies cross-cutting themes that emerged from the qualitative data and observational work carried out across the five case study areas.

1. Engagement

The Place Standard was most commonly used as a mechanism for community engagement. One of the first steps in the Place Standard implementation process identified through the case studies was the preparatory work involved in encouraging individuals to engage with the Place Standard consultations. Although this varied slightly across case study areas, most of the Place Standard promotional activity from the case studies included media and press releases, social media outputs and posters around the local area.

> *"It's important to carry out the preparatory work and promotional work to raise awareness. I did a radio interview and you can do all sorts of media and press releases, which isn't that resource intensive."*
>
> Implementation lead (5a)

> *"We did a lot of engagement including posters and radio adverts and community planning put the link onto Facebook. In fact, you could see a spike in responses after this was shared."*
>
> Implementation lead (3d)

Although efforts to raise awareness of the Place Standard were considered to be an important stage in the implementation process, some implementation leads acknowledged that more traditional open door methods of engagement were less well attended, despite efforts to raise awareness.

> *"We still held public meetings as these were viewed as being important, but these were really unsuccessful, despite efforts to promote these."*
>
> Implementation lead (1a)

> *"I was slightly disappointed in the turn out and the number of individuals who completed the Place Standard… this was despite our efforts to raise awareness of the charrette."*

A few of the case study areas were able to rely on existing mechanisms for engagement, such as residents' groups, existing community groups, or using a cohort of individuals already signed up to contribute to survey consultations. Implementation leads suggested that having existing mechanisms for engagement was a facilitator to Place Standard implementation.

> *"One of the main facilitators was having the People's Panel. Doing a survey across Fife may have been challenging and difficult to get people to engage in the process."*

<div align="right">Implementation lead (4b)</div>

> *"We were working with River Clyde Homes and they have a very active TARA [Tenants and Residents Association] so it was easier to engage with them as part of implementing the Place Standard."*

<div align="right">Implementation lead (2a)</div>

Although existing mechanisms for engagements were identified as a facilitator for Place Standard engagements across a few of the cases studies, a few implementation leads also acknowledged that these methods reach individuals who are already engaged. Several implementation leads suggested that reaching a representative spread of respondents across communities can be difficult.

> *"I would say the barrier would be around engagement. Engaging with the right people and representative groups. Yes, that can be challenging"*

<div align="right">Implementation lead (2a)</div>

In addition, several respondents acknowledged that traditional methods of engagement, such as open door public meetings, may be less convenient for some individuals to engage. Therefore, three case study areas provided the community with a way to engage online in an effort to overcome some of these barriers.

> *"We need to move away from traditional methods of engagement and have enough confidence to say that these approaches don't work as well."*

<div align="right">Implementation lead (3e)</div>

> *"We thought that we could reach a lot of people by doing this online…it is always the same people that turn up to community forums and you don't reach those groups that wouldn't ordinarily attend."*

<div align="right">Implementation lead (3b)</div>

> *"Parents were invited to come along after school to Place Standard sessions, but no one showed up… I suppose this is probably a barrier for them and possibly doing this online would have been easier for them to engage."*
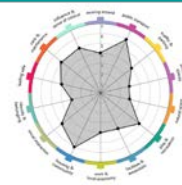
Implementation lead (1g)

Despite some case studies highlighting the importance of providing individuals with opportunities to engage online, a few case study areas highlighted the value of face-to-face community engagement using the Place Standard.

> *"Whereas people are thinking twitter might work, or sometimes facebook. Actually the value is in the conversations."*

Implementation lead (5a)

One case study area targeted their engagement to particular groups (such as those with literacy issues, learning difficulties or addiction issues) that are less likely to engage in community consultations. Implementation leads within this case study area suggested that this approach led to more inclusive engagement and had the greatest potential to contribute to a reduction in inequality.

> *"Our reach was much higher than we ever have had before. We also reached a lot of protected characteristic groups and those that wouldn't typically engage in any type of consultation."*

Implementation lead (1a)

> *"People living chaotic lives or struggling with welfare reforms are no(t) going to come through the doors. They won't have the confidence. We needed to go where they would be."*

Implementation lead (1d)

KEY POINTS:
- Implementation leads acknowledged the challenges of obtaining representative reach when carrying out community engagements.
- Raising awareness of Place Standard engagements was perceived as important.
- Some implementation leads suggested that moving away from traditional engagement methods, such as open door public meetings, would help to overcome some of the barriers of engagement including low representation.
- Taking a targeted engagement approach was perceived to support engagement from harder to reach groups.

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2. Importance of context

The Place Standard has been applied in different ways and on a different scale in a wide variety of case study areas. Understanding the importance of context was described as a key lesson in the process of implementing the Place Standard. Whilst recognising the Place Standard was a national tool, implementation leads suggested that being flexible in its application was key.

Generally, face-to-face contact was used as the method for engagement across smaller localities. Online contact was the preferred method for community engagement across larger geographic areas. Case studies that applied the Place Standard at smaller geographies perceived it to work best at this scale.

> *"I would also say that there is a question around the scale of place in which the Place Standard can be applied… I think the Place Standard works best on smaller scales."*
>
> Implementation lead (5a)

In contrast, case study areas applying the Place Standard across larger geographic areas reported that the Place Standard was effective in covering larger populations and using a large enough sample size enabled the results to be broken down by smaller localities.

It was also important to consider the user group, for example, when engaging with groups such as young children, some implementation leads simplified the language used in the Place Standard tool.

> *"I think it is a really valuable tool but it needed more thought to it when using it with younger children. I simplified some of the language when using it with them and it worked well."*
>
> Implementation lead (1g)

In addition, one case study area changed a few of the topics considered within the Place Standard tool to reflect the context in which it was applied. For example, one area removed questions about trains as this was not applicable to that study area.

> *"The themes were general enough for all of Scotland, but some things need to be more context specific so they need to be more flexible."*
>
> Implementation lead (3a)

KEY POINTS:
- Being flexible in Place Standard application was perceived as key.
- Considering the user group, scale, context and outcomes helped to determine the method of use.

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3. Key Skills

Skills to support using the Place Standard were identified through the case studies and three common themes emerged:

Project management skills

Three of the case study areas identified project management skills as being important to manage and guide the implementation and engagement process. Each of the case study areas

had project teams (either informal or more formal) responsible for implementation. Four of the case study areas reported to either a project board or an advisory group to feedback the results of using the Place Standard.

Facilitation Skills

The importance of good facilitation skills was recognised as being key to the successful implementation of the Place Standard across the three case study areas that implemented the Place Standard using face-to-face engagement.

> *"Being a good facilitator and having this experience was key to the overall process."*
>
> Implementation lead (5a)

During the evaluation period there was no formal process at a national or local level by which individuals could receive Place Standard training prior to its application. Despite this, some implementation leads attended some kind of Place Standard training or capacity building session. When reflecting on whether Place Standard training is required, most implementation leads reported that it would be useful, but not necessary and instead, previous facilitation experience was key.

> *"Yes I mean I thought the training was useful, but as a community worker I am used to this sort of thing. I think it's important that someone using the Place Standard has previous experience of community engagement or facilitation."*
>
> Implementation lead (1a)

> *"Although we didn't receive training, we used the guidance and resources available to us online...But I have experience of facilitation so I suppose I am used to doing this type of thing."*
>
> Implementation lead (2a)

Analytical Skills

Data analysis of the results collected was required across all the five case study areas. However the extent and type of analysis varied depending on the number of responses. Three of the case study areas received between 500 and 1,000 responses each, resulting in a wealth of data captured that had to be analysed. In these particular areas implementation leads described the importance of previous analytical experience, particularly qualitative analysis, in order to process the data to identify priority actions.

> *"This process would definitely benefit from having someone who is skilled and competent with data analysis skills, particularly qualitative data."*
>
> Implementation lead (3d)

> *"We were very fortunate to have the research team who are very knowledgeable about data and qualitative analysis. They had all the necessary skills to support this process."*
>
> Implementation lead (4a)

The approaches used to validate the data were similar across each of the three areas, mainly drawing on peers to support this process. In addition, all case study areas shared, or planned to share, the results of the process with community members, with a few areas suggesting that this was also a way to validate the analysis to ensure that the key priorities identified accurately reflected the communities view.

Although less data were collected from two of the case study areas, analysis was also described as an important stage in the process, with implementation leads bringing together the data gathered from the face-to-face engagements to identify key themes.

Although implementation leads described having experience of analysis as key to successful implementation, the task of managing and analysing the data was also described as a barrier for the three case study areas that collected a high volume of data through the online method. A few implementation leads identified the lack of guidance provided on how to approach the analysis as a barrier, with others highlighting the resources required to analyse the data as a barrier.

> *"I would say one of the barriers was around lack of guidance or training to analyse the data. Luckily we have people in the team that had the experience, but this might not always be the case for other areas."*
>
> Implementation lead (3b)

> *"Managing and analysing the data was extremely resource intensive… the volume that people wrote was a significant challenge."*
>
> Implementation lead (4b)

KEY POINTS:
- Skills identified to successfully use the Place Standard included project management skills, community engagement or facilitation skills, and data analysis skills, particularly qualitative data analysis.

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4. Resourcing

Resources required to implement the Place Standard were dependent on several factors including: the context in which the Place Standard was implemented, the method (e.g. survey or one to ones or focus groups) and the number of individuals reached across the case study areas. Two of the case studies described the analysis stage as the most resource intensive, with other areas suggesting that the engagements were equally as resource intensive. When asked to reflect on resources required to implement the Place Standard, most highlighted that the Place Standard was implemented with minimal additional financial resources. The Place Standard tool is free to use and implementation leads reported that the majority of resourcing implications related to staff time. However, one case study area used the Place Standard as
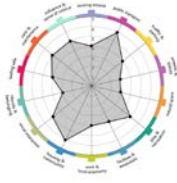
part of a wider charrette process for which they had received funding. Three case study areas reported that the process to implement the Place Standard was more resource intensive than originally expected. For two areas this was attributed to the time taken to analyse the data and one area attributed this to the volume of engagement activity they carried out.

KEY POINTS:
- Resources required to implement the Place Standard were largely attributed to staff time and varied depending on the context, method and reach.
- Generally, the most resource intensive phase was carrying out the data analysis, and this was generally found to be more resource intensive than originally anticipated.

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5. Achieving buy-in

Achieving good buy-in to support the implementation of the Place Standard was considered to be a key part of the implementation process across all of the case study areas. Buy-in across three main groups was identified and the relevance of each group was dependent on the context of Place Standard application.

Senior buy-in

Three of the case study areas stressed the importance of buy-in from senior management to implement the Place Standard. Not all implementation leads felt that senior management support was necessary for implementation but most stressed the importance of senior buy-in when actually delivering actions to address issues identified through the Place Standard engagement.

> *"Our senior managers across the council were part of the project board. They are bought in to the overall process and this has provided them with strong evidence to influence decisions."*

> Implementation lead (3f)

Stakeholder/cross service buy-in

Although the Place Standard was largely perceived as a tool to support community engagement, some implementation leads felt that it was important to recognise that a wider range of services can support the engagement process and have a role in addressing actions identified. Most case study areas reported that buy-in to deliver the Place Standard was good. However, one case study area described challenges in getting engagement from the local authority. Some implementation leads expressed the concern that, because the Place Standard was perceived as a tool to support community planning, other services may not perceive the implementation to be part of their role. Respondents suggested that good buy-in across the services would help to create a joint ownership of the process and result in actionable changes that require input across services.

> *"I think one of the key learning points is that the Place Standard can be everybody's tool. It's not just a tool for community planning... I think in order for it to be a success*

and lead to actionable changes then a mix of community planning, transport, finance, housing, education etc. should be involved."

<div align="right">Implementation lead (3e)</div>

Community buy-in

All of the case study areas perceived community buy-in to be important to ensure that the priorities recorded reflect the interests of the whole community. In addition, several implementation leads perceived the community as key in taking forward actions.

"The intention was to identify actions that can be taken forward by the community…This means that the community decide what their priorities are, rather than the council doing things to them, but they also play a role in delivering on these."

<div align="right">Implementation lead (5b)</div>

KEY POINTS:

- Getting buy-in from the community, from stakeholders, and from senior management was perceived to have a positive contribution in terms of engagement outcomes, but also in terms of delivering actions as a result of the Place Standard.

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6. Managing expectations

The importance of managing expectations was identified as a recurring theme by implementation leads as the Place Standard risks raising expectations of what can be delivered to the community.

"Danger with doing anything like this is that it raises expectations and the responsibility is on the council to fix everything."

<div align="right">Implementation lead (3b)</div>

Implementation leads often made reference to reducing budgets and the importance of being realistic in what can be delivered. This suggests that although the Place Standard can be used as a tool to generate data on the community's or other respondents' priorities for action, there are likely to be budgeting constraints, which will influence the delivery of these and potentially influence the impact of the Place Standard over the longer term.

"Well, I suppose the council doesn't have much money at the moment to spend, and people are interested in how it is being spent and their input to this. Using the Place Standard does risk raising expectations that the council can't deliver"

<div align="right">Implementation lead (4b)</div>

"I hope that when we were doing the engagements that people were clear we can't possibly address everything."

<div align="right">Implementation lead (1a)</div>

Implementation leads felt that it is important to be clear from the outset about the outcomes of the Place Standard process and to communicate with the community the plans for using the data generated by the process. They also felt that if expectations aren't managed, the Place Standard engagement exercises could be perceived as tokenistic.

> *"I think being realistic and honest with people is key to this process. In the past consultations were perceived as tokenistic and people's views don't matter. Actions will take a long time to deliver, so identifying short-term actions and delivering on these will help to break down this perception."*
>
> Implementation lead (1b)

All five case study areas shared, or planned to share, the results of the Place Standard consultation with respondents and this was identified as a key lesson by implementation leads. Some areas sent out reports to respondents, with others holding public meetings to share findings and use this as an opportunity to discuss how actions can be taken forward. Implementation leads suggested that communicating the results of the process are a key part of managing expectations and building trust with the community.

> *"If we keep engaging with communities but fail to go back to them then we take two steps back in terms of community engagement aspirations."*
>
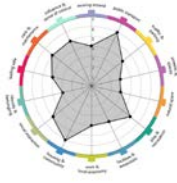> Implementation lead (1d)

KEY POINTS:
- Implementation leads suggested that, unless properly communicated/managed, using the Place Standard may raise expectations that cannot be delivered.
- Being open and honest with people at the beginning of the process about what can and can't be achieved through the process is important, and communicating results well was identified as a key lesson.

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7. Delivering actions

Although this evaluation was not designed as an impact evaluation, determining the process by which the Place Standard is likely to have an impact is important. The role of the Place Standard is to generate place-based knowledge and identify respondents' views on priority actions. Any impact as a result of the Place Standard is dependent upon this information being translated into tangible actions to improve place quality. Implementation leads acknowledged the fact that simply generating data does not necessarily lead to change and this was highlighted as a risk of implementing the Place Standard.

> *"I suppose my concern is that the Place Standard is seen as the start and the end of a process…it is crucial that it is seen as a way to drive action."*
>
> Implementation lead (1c)

"The data will be reflected in the locality plan, but whether that will result in actual change is difficult to say."

<div align="right">Implementation lead (1b)</div>

"We cannot afford to have done all this work, engaging with the community, and nothing happens."

<div align="right">Implementation lead (1f)</div>

Several implementation leads highlighted that it was sometimes unclear whose responsibility it was to take actions forward. Lack of clarity on whose role it is to implement the actions identified has potential implications for the likelihood of actions being taken forward.

"Well I would say one thing that wasn't clear to me is where my responsibility stopped and started. At what point do I hand the results over and ensure that this will direct action?"

<div align="right">Implementation lead (4c)</div>

As previously highlighted, implementation leads recognised that actually delivering the actions would require significant resourcing which may present challenges. In addition, buy-in or financial commitments from other services may be needed to support the delivery of actions identified at a local level which could act as a barrier.

"Some services that were highlighted as key action areas sit out with our remit, so all we can do is pass this information on."

<div align="right">Implementation lead (2a)</div>

A few implementation leads suggested that aligning the Place Standard engagement processes with upcoming strategic or financial decisions would maximise their potential influence on the delivery of actions.

KEY POINTS:
- The longer term impacts of using the Place Standard are dependent on whether actions are taken to address priority issues identified.
- Other factors such as: availability of budgets, or buy-in across services and timing could potentially act as a barrier or enabler to delivering these actions.
- Being clear about whose responsibility it might be to take forward actions will support actions being taken forward to improve place quality.
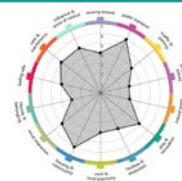
GENERAL REFLECTIONS ON THE PLACE STANDARD TOOL

The Place Standard tool was perceived positively across the five case study areas, with implementation leads indicating that the tool offers a way to engage with the community in a structured and straightforward way to identify actions. Implementation leads also reflected on the fact that the data captured using the tool could be added to other data sources available at a local level to provide a better picture of the local area.

> *"I personally found it a very useful tool. Normally you end up with a plethora of views, whereas the Place Standard helped to direct these and create a meaningful output to elicit change."*
>
> Implementation lead (5b)

> *"There are a whole range of tools for talking to communities, but the Place Standard is straightforward and allows you to communicate in a structured way"*
>
> Implementation lead (1f)

> *"The Place Standard tool was easy to understand and people liked being able to rate each theme"*
>
> Implementation lead (1a)

> *"The data we have collected is really powerful. It's hugely important to have strong evidence to support and influence decision-making"*
>
> Executive Manager (3f)

Implementation leads also identified some limitations of the Place Standard tool. Two case study areas suggested that the tool was quite lengthy and therefore, didn't work well for short, sharp consultations. In addition, across the five case study areas implementation leads reported that there was some duplication across some of the themes that resulted in the same issues being discussed again.
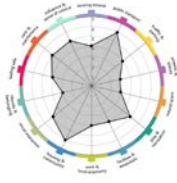
> *"One issue with the Place Standard is that there is a lot of overlap between the different themes, for example, streets and spaces, traffic and parking, and moving around. People were simply repeating the same issues. This would likely be frustrating for them too."*
>
> Implementation lead (4b)

> *"There were times that the same issues were discussed under different themes, so that was a little frustrating at times."*
>
> Implementation lead (2a)

A few implementation leads and some community members responding to consultations also highlighted that NHS services and educational services were not obviously covered by the Place Standard tool.

Although the Place Standard tool was reported as useful for carrying out general consultations, one case study area suggested that the level of language used in the tool was a barrier when using with younger children and with individuals with learning difficulties.

Three case study areas transferred the Place Standard onto an online survey. These implementation leads reported that the online Place Standard tool lacked the functionality to capture multiple responses and this was perceived as a barrier.
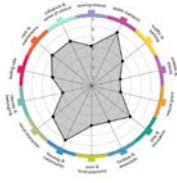
Although some implementation leads reflected positively on the Place Standard scoring, others reported that the scoring system was unable to capture situations where some aspects of the theme scored positively and others negatively. For example, the theme 'Moving Around' was largely about walking and cycling and in some cases cycling was reported as poor and walking was reported as good. A single numerical score did not reflect this variation.

Overall, implementation leads suggested that when carrying out analysis, emphasis was placed on the importance of analysing the qualitative comments over the score to identifying priority actions.

DISCUSSION

The Place Standard is designed as a tool to facilitate place-based conversations and support identification of actions to improve the quality of places across Scotland. Since its launch in December 2015, the use of the Place Standard as a tool to support place making has been recorded over 60 times, reaching an estimated 11,000 individuals and used across a range of contexts. Despite differences in how it has been applied, the key learning emerging from this evaluation is applicable across different contexts. Seven key themes emerged: engagement, importance of context, skills for implementation, resourcing, achieving buy-in, managing expectations and delivering actions.

The most common use of the Place Standard tool reported was as a mechanism to support community engagement. The Place Standard encourages local people to be involved in decision making about their area and aligns with the intended outcomes of the Community Empowerment (Scotland) Act 2015 (CEA). The importance of applying the principles of effective engagement[viii] in the process of using the Place Standard was considered to be a key lesson emerging in this evaluation. This was necessary in order to maximise the community's involvement in decision-making and to support identification of local priorities. Place Standard engagements should be accessible and inclusive, aiming to minimise barriers for participation and failure to adequately engage with a representative sample of the community could potentially result in local priorities being identified that are not representative of the whole community. Achieving effective representative samples was recognised as a challenge with the Place Standard process, but this was recognised as a challenge to community engagement processes more generally. Aligning future Place Standard engagements with the National Standards for Community Engagements[ix] could potentially help to overcome these challenges. Some implementation leads suggested that traditional open door engagements using the Place Standard are less likely to capture a representative sample in comparison to more

targeted approaches. Community-led decision-making has the potential to reduce inequalities *if* targeted at areas with the greatest level of deprivation. It is important that the community engagement process using the Place Standard is equitable, inclusive, and targets those that might not typically engage in processes identifying local priorities.

One of the key findings highlighted by this evaluation was the importance of managing expectations and delivering actions as a consequence of using the Place Standard tool. Delivering [the right] actions is the key mechanism by which the Place Standard is expected to contribute to improving the quality of places over time. However, actually delivering actions was perceived to be dependent on several factors, most notably buy-in from other services. Future implementation efforts should focus on ensuring the buy-in to support the delivery of actions identified through the Place Standard tool. Actions to improve the quality of places are likely to take time and resources (money) to implement. Ultimately, the impact of the Place Standard will depend on whether the time and resources are made available to deliver the local priorities identified by using the tool.
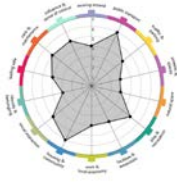
LIMITATIONS OF THE EVALUATION

Firstly, as there is no mandatory requirement for places or individuals to report their use of the Place Standard tool, the findings regarding reach are likely to be an underestimate. However, the Place Standard web-based tool is currently under development to capture the reach from the online tool. In addition, the implementation team plan to enhance recording of reach further through bi-annual reporting from local authorities.

Although case study methods were considered to be the most feasible to evaluate the Place Standard implementation process and an appropriate way of illustrating and learning about the different ways the Place Standard is being used, there are limitations with generalising the findings of the evaluation to other areas. In addition, there are inevitable gaps in terms of the examples included and this should be borne in mind in generalising the results to other areas.

The evaluation is limited in determining the impact of using the Place Standard. However, it was not set up to establish this, given the relatively short timescales between launch of the Place Standard, its use and the collection of data for the evaluation. Rather, the evaluation was set up to learn lessons from the process so far of implementing the Place Standard in a variety of places and a variety of ways. This should provide useful insights for those implementing the Place Standard to help them maximise its impact in the future.

CONCLUSION

Since its launch in December 2015, the Place Standard has been used many times to support place-making across Scotland, with users reporting positively on its contribution. The Place Standard is expected to work by generating place-based priorities, which should then translate into tangible action over time. Therefore, it is important to recognise that undertaking a Place Standard exercise is simply a starting point for the a process of place-making, that needs to lead on to delivering actions if it is to improve the quality of places over time.

NEXT STEPS

This report will assist the Place Standard Implementation Group to (re)-prioritise actions contained within the Place Standard Implementation Plan 2016-19. Any significant developments will be subject to Place Standard Board approval. Future monitoring and further evaluation of the impacts of the Place Standard remains a key part of the implementation plan and news of any new developments will be communicated.

Further developments are already underway, including the launch of the revised online Place Standard tool in Spring/Summer 2017. The new version of the tool will allow multiple responses to be captured using the Place Standard tool, as well as supporting better monitoring of how the tool is being used. In addition to this the Place Standard App will be launched in partnership with Planning Aid Scotland. Finally, there will be updates to the Place Standard online guidance, a review of training needs and a review of the Place Standards website to support Place Standard implementation across Scotland.

The implementation team will continue to communicate with Place Standard Alliance members and aim to target new users across different sectors, including the voluntary and development sector.
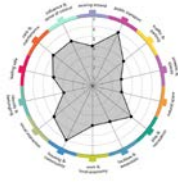
APPENDIX 1: CASE STUDY 1 HILLHEAD AND HARESTANES

Background

East Dunbartonshire Council (EDC), Keep Scotland Beautiful (KSB), and NHS Health Scotland (NHS HS) were involved in a joint project to implement the Place Standard tool to support the development of Locality Plans as part of the Local Outcomes Improvement Planning process across EDC. The Place Standard was identified as an engagement tool to support the process of developing these. In an effort to target this work to contribute to a reduction in inequalities, the Hillhead and Harestanes areas were identified because of its poorer outcomes and higher levels of deprivation in comparison to EDC overall.

Intended Outcomes

The intended outcomes identified were: increased Place Standard capacity across stakeholders; high level of community engagement and good representation across 'hard-to-reach' groups; improved understanding and knowledge of the area; knowledge reflected across Locality Plans; and improved understanding of partner obligations. It was recognised that achieving these short-term outcomes would contribute to improving the quality of Hillhead and Harestanes over the longer-term.

Training

Place Standard training was delivered by NHS Health Scotland to approximately 40 key stakeholders who have a role in community planning and engagement. In preparation for the training session, a number of community groups and potential participants for using the Place Standard were identified. This list was provided to stakeholders at the training and a commitment was sought from them to conduct at least one Place Standard engagement.

Implementation Process

In order to maximise participation in the Place Standard engagements from 'hard-to-reach' groups a targeted approach was undertaken. The engagement approach focussed on targeting people where they normally meet (e.g. community groups, housing association meetings etc). Although two members of EDC carried out a number of the engagement sessions, there was also a significant reliance on buy-in from stakeholders who attended the training to carry out engagement sessions. A co-ordination role was provided by the EDC Community Planning team to ensure that stakeholders carrying out the Place Standard engagements were given support and information as required. A combination of focus groups, on-line surveys, one-to-one discussions, work with schools, and open consultation events were planned. Open consultation events were promoted using the council website, social media, flyers and local press. In order to ensure younger people were given a voice in the process, the local primary schools were invited to take part. The
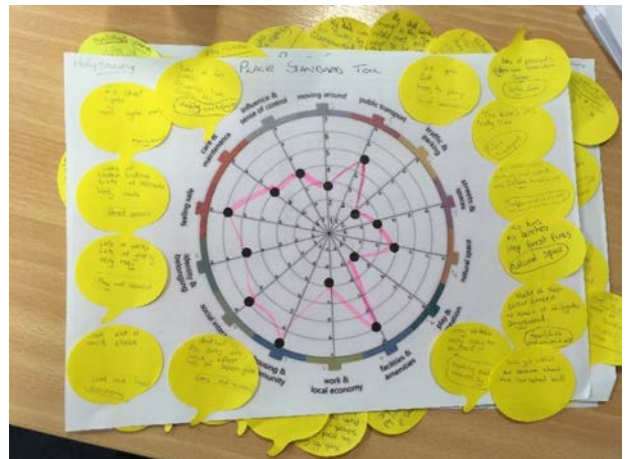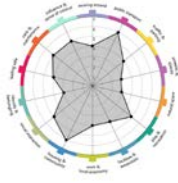
online survey was also promoted to high school pupils and their parents through the school text messaging service.

Reach

An estimated 500 people participated in the Hillhead/Harestanes Place Standard consultations. There were approximately 70 online responses and the additional responses were made up of face-to-face engagement sessions. This comprises approximately 7%[7] of the overall population for these areas. The engagement sessions 'reach' groups achieved wide representation of hard to reach groups, including children, young people, adults, individuals with learning difficulties, those accessing addiction services, and the LGBT community.

Analysis

The Place Standard responses from all face-to-face community engagement were transcribed and combined with the results from the online survey. Average Place Standard scores were calculated and charts created to show the range (spread) of scores for each theme. The qualitative comments were analysed using a standardised approach. Thematic analysis was used to identify key themes and sub-themes emerging from the comments. Comments were also coded as being positive, negative or neutral. A two stage validation process was applied to the analysis process and the data analysis was checked by a peer to ensure consistency in approach. This was then re-checked by the analysts. There was a significant amount of cross over between the themes so themes were grouped in order to identify priority actions.

Results
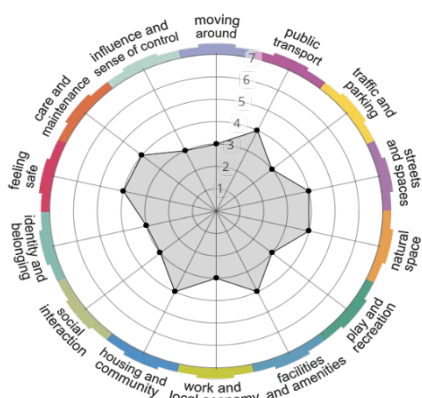
An overall Place Standard diagram was created for Hillhead and Harestanes. Averaging the scores, resulted in most themes scoring around 3 or 4, disguising a range of qualitative comments made by participants.

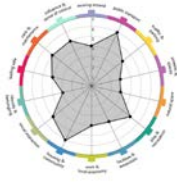Priority themes were identified as:

- Work and Local Economy
- Influence and Sense of Control; Social Interaction; Identity and Sense of Belonging
- Moving around; Public Transport; Traffic and Parking

Outcome

Implementation leads felt that using the Place Standard tool to facilitate community engagement contributed to a number of identified outcomes. They felt that the training session built Place Standard capacity across EDC, with a number of trained individuals going on to deliver the Place Standard with community groups or use it in different contexts within the Council. The overall aim was to achieve a high level of community engagement and, importantly, to target 'hard-to-reach' groups not typically engaged in such processes. Implementation leads felt that the targeted approach to engagement helped to achieve this outcome. Anecdotal evidence from implementation leads indicated that most of those groups

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[7] National Records of Scotland 2015 Population Estimates by Datazone

invited to participate reported that they had not been involved in consultation in the past and that they had enjoyed the experience. In addition, the targeted approach led to new groups being identified, opened doors for future work and was therefore perceived to improve EDC's profile and relationship with the community. Implementation leads indicated that the knowledge generated from this process will be used to generate the locality plans and will contribute to place-based actions across the Hillhead and Harestanes areas.

Key Learning

- Taking an inclusive, targeted approach successfully engaged hard to reach groups.
- Representation at traditional open door public meetings was poor highlighting the need to maximise engagement through other methods (e.g. online survey or targeted approaches).
- Engage early with schools and if using the Place Standard with younger children a walk-about the area in advance would have been useful.
- Previous community engagement and analytical experience on the project team facilitated the overall process.
- Qualitative information gathered through the Place Standard was important to determine priority actions.
- The length of the Place Standard tool made it challenging to use opportunistically and the online completion rate was low, which was attributed to its length.
- Managing expectations and feeding results back to the community is key.
- Delivering actions requires buy-in across a range of stakeholders.
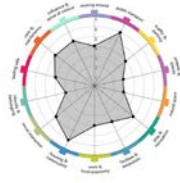
APPENDIX 2: CASE STUDY 2 BROOMHILL, GREENOCK

Background

The Broomhill area of Greenock within Inverclyde is currently undergoing significant regeneration led by social housing provider River Clyde Homes (RCH). Broomhill is an area with high levels of deprivation and disadvantage and is within the 5% most deprived areas in Scotland, as measured by the Scottish Index of Multiple Deprivation. Broomhill was specifically referenced within Inverclyde's Alliance Single Outcomes Agreement (SOA). Members of Inverclyde Council (IC) and RCH took forward an action identified by Local SOA delivery group 7 relating to the environment and involving a wide range of stakeholders. The aim was to engage with the community as part of the regeneration consultation process. The Place Standard was identified as an appropriate method for community engagement across Broomhill and it was agreed that IC alongside RCH would be involved in its implementation.

Intended Outcomes

The specific role of the Place Standard in Broomhill was to facilitate discussions with residents about their priorities for place-based actions to inform place-based activity. This knowledge would be shared with the relevant services to inform action planning. Additionally, the knowledge generated would be used as a baseline to monitor improvements over time.
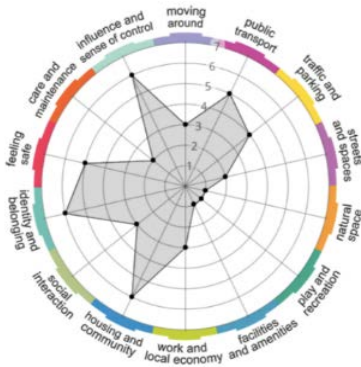
Implementation Process

RCH and IC jointly led the implementation of the Place Standard in Broomhill. The first phase was to communicate with residents and raise awareness of the Place Standard consultations. The Broomhill area has an active Tenants and Residents Association (TARA) which provided a route to communicate with residents. Additionally, residents were made aware of the Place Standard consultations through newsletters, posters, leaflets, and through other events/meetings. Prior to implementing the Place Standard, the implementation leads received no Place Standard training. The implementation leads referred to the guidance on the Place Standard website and structured their community consultations based on their previous knowledge of community engagement. Residents were invited to take part in four focus group sessions between April and June 2016. Each focus group lasted approximately two hours. Rather than covering all 14 Place Standard themes within one focus group session, the Place Standard themes were split into groups of three or four closely related themes (for example, Facilities and Amenities, Natural Space, Play and Recreation and Feeling Safe). Each group of themes was covered during individual focus group sessions.

The focus groups were facilitated by a representative from both IC and RCH. One individual read out the Place Standard questions and the accompanying considerations and the other individual facilitated the discussion under each theme. There were 10 residents in attendance
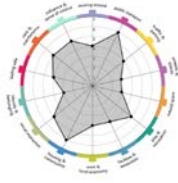
at the first two sessions, with five attending the 3rd and six attending the 4th session. The residents were asked to discuss the Broomhill area under each Place Standard theme and provide a score from 1 to 7. Residents were asked to reach a consensus around the score within their discussions. Additionally, the Place Standard was printed off and handed to each resident to allow them to score and provide additional action areas that they felt were not adequately covered in the discussions. Throughout the process residents identified priority areas for action within Broomhill under each theme.

Results

A Place Standard output was generated by the implementation leads to reflect the discussions under each theme. It was clear from the Place Standard output that Facilities and Amenities, Play and Recreation, Natural Space, and Streets and Spaces were a priority action area for the residents. A report was also prepared to reflect the qualitative comments made by residents and identify priority actions to be taken forward. The analysis of data was supported by an analyst within IC.
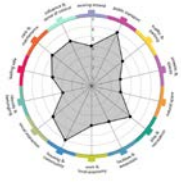
Outcome

The place standard output and priority actions were presented to the Inverclyde Alliance SOA group 7 and results were also shared with the TARA. It was agreed that a series of actions would be developed to address priority issues in Broomhill. Information was also passed onto the relevant services where it was perceived to be within their control to address issues. Agreement was made to follow up actions over time.

Key Learning

- Broomhill is a well-defined compact area and the Place Standard worked well at this scale (image above).
- Some themes, such as Work and Local Economy, presented challenges in terms of their application to the area and this was overcome by asking residents to respond in reference to the wider Inverclyde area.
- Previous experience of facilitation is a key skill when using the Place Standard as part of a focus group.
- The Broomhill area has an active tenants and residents association and this facilitated the engagement process.
- There was a gap in representation from young people and achieving good representation was perceived as a challenge by implementation leads.
- The delivery of priority actions requires buy-in and commitment from other organisations.
- The Place Standard tool was easy to use and offered a structured engagement method.

APPENDIX 3: CASE STUDY 3 SHETLAND ISLANDS COUNCIL

Background

Shetland Islands Council (SIC) were in the process of developing their strategic plans, including the development of locality plans, the Local Outcomes Improvement Plan (LOIP) and the Housing, and Transport Strategies. Rather than different services across the council carrying out separate community consultations to inform their specific strategy, individuals within the council recognised that the Place Standard tool could offer a way of engaging with people across Shetland, reducing consultation fatigue and potentially result in more joined-up policy making and priorities across SIC. The Place Standard was implemented as an online survey in an effort to capture community input from across the whole of Shetland.

Intended outcomes

The specific role of the Place Standard in Shetland was to generate place-based knowledge to inform strategic planning. Intended outcomes included high levels of community participation across Shetland, a robust evidence base to influence decision making, and a more joined-up approach across SIC services.

Implementation process

A Place Standard project team was established, with a project manager assigned to lead and manage the project. The project team included representatives from different teams across SIC's Development Services Directorate, including housing, transport, community planning and spatial planning. A governance structure was established with the project team reporting to the project board, which was chaired by the Director of Development Services and included representation from senior positions across SIC for housing, community planning and spatial planning. An Elected Member was also part of the project board. Latterly, the Director of Financial Services joined the project board.

The Place Standard questions were transferred onto an online survey. A few of the questions were adapted to make them more relevant to the Shetland context. Additionally, the individuals completing the survey were asked to highlight three priority areas for action. Details regarding respondents' gender and age group were added to the survey alongside a question on where the respondent had found out about the consultation. There are seven locality areas across Shetland. Respondents were asked to choose which area their responses referred to. Additional equalities questions around age, gender, ethnicity etc. were also asked, although these were not compulsory.

The Place Standard Survey was publicised widely and the Head of Communications was involved in planning some of the activity. This included posters, radio adverts, regular social media inputs, all staff emails to the council and NHS (which are the largest employers across Shetland), and an input on Shet-News.

The survey was launched for one month from the 14th June to the 10th of July 2016. Paper copies were also made available to support equality of access for individuals that may not have access to the internet.

Respondents and Reach

Overall, there were 939 Place Standard responses across Shetland, reaching 5% of the total Shetland population over the age of 15. From the 939 responses to the Place Standard, there were 4,840 comments included across the 14 different Place Standard themes. There was a wide geographic spread of respondents, with responses from each of the seven localities across Shetland. Women were twice as likely to respond as men. There was a range of representation across age groups except the under 16s.

939 individual survey responses;

4,840 individual comments

Approach to Analysis

The results were imported from the online tool onto an excel spreadsheet and quality checked, with duplicate entries removed. Analysis of the data was carried out for Shetland as a whole, but also broken down by each locality area. The mean Place Standard score was shown for each theme in addition to the range of scores that were given under each theme. It was also possible to break this down by different localities and comparisons could be made between themes. Thematic analysis was used to identify key themes in the qualitative comments and sub-themes were developed. Comments were also coded as positive, negative or constructive. A peer review process ensured that the analysts were consistently coding the qualitative comments. There was significant cross-over across the 14 themes (e.g. Safety and Moving Around). All the analysis was completed within an excel document.

Results

A Place Standard diagram was produced for Shetland as a whole and across each of the seven locality areas. Key themes and priority action areas were also identified for Shetland and broken down by the seven localities. Overall, Public Transport scored the lowest, with Feeling Safe and Natural Space scoring the highest. Public Transport, Work and Local Economy, and Housing and Community were identified as the three key priorities across Shetland. Overall, the priority actions identified were around the importance of public transport accessibility across Shetland, including ferry availability and bus services. After completing the analysis across Shetland as a whole and for each of the seven locality areas, the Place Standard results for each locality were presented back during sessions held across each locality area between October and November 2016. The purpose of these sessions was to highlight the preliminary findings of the Place Standard, validate these by asking the community if they agree with these results and whether they reflect the main concerns across each of the localities, and bring together stakeholders to begin to think about ways in which issues identified through the Place Standard might be addressed.

Outcomes

Using the Place Standard as an online tool supported high levels of community engagement and representation across Shetland. The knowledge generated is being used to support decision making over the short-term and the development of locality plans. The evidence generated was perceived to be hugely important to influence decision making. Finally, the

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Place Standard was perceived to minimise consultation fatigue and contribute to better team working across the council services and it is hoped by SIC that this will influence a more joined-up approach to planning and policy.

Key Learning

- Using the Place Standard as an online survey overcame the barriers associated with traditional engagements (such as low turnout).
- The reach across Shetland Islands was higher in comparison to previous consultations.
- There was limited engagement from young people as part of the overall process and engagement with education could have changed this outcome.
- The Place Standard has the risk of potentially raising expectations of what can feasibly be delivered by the council and it is important to communicate and manage expectations with the community.
- Project management skills and data analysis skills, particularly qualitative data analysis, are important to implement the Place Standard using survey methods.
- Aligning future Place Standard work with upcoming planning or budgeting decisions will enable maximum influence on these.
- Buy-in across council services helped to minimise 'silo mentality' and contribute to better working across the council.
- Senior buy-in is important to ensure data gathered is translated into action.
- There were some gaps identified in the tool (i.e. NHS and Education were not explicitly covered),) and some overlap between themes.
- Asking respondents to identify three priority themes was perceived as a useful addition to the Place Standard tool.
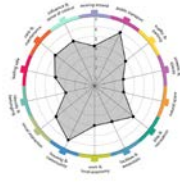
APPENDIX 4: CASE STUDY 4 FIFE PEOPLE'S PANEL[8]
Background

Fife Partnership were in the process of developing their Local Outcome Improvement Plan and their seven local strategic assessments. The Place Standard had previously been applied at a local level across Fife and its value was recognised in supporting this process.

The Place Standard was implemented as part of Fife People's Panel survey to generate data and knowledge to inform strategic and locality plans. Fife People's panel includes representation from over 2,000 residents across Fife who provide their opinions about a range of services to support Fife Partnership to improve their services.

Intended outcomes
The specific role of the Place Standard was to generate place-based knowledge to inform strategic planning and locality planning.

Implementation

The Place Standard was presented to the Quality of Life Board and the decision was taken to use the Place Standard questions and considerations as the basis for a survey. The overall process was managed by the Research Team within Fife Council. Their roles involved planning and setting up the survey, distributing the survey to panel members, collecting and analysing the data and interpreting and reporting the results. The Place Standard questions were transferred into an online consultation system used to support the panel. In addition, panel members were sent postal copies of the Place Standard questions.

Respondents and reach

Overall, 913 panel members responded to the survey, equating to 45% of panel members. There were 228 online responses and 685 paper responses. Overall there were 1,436 qualitative comments made across the 14 themes. There was a wide geographical spread of respondents across Fife.
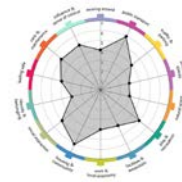
> 913 respondents;
>
> 1,436 individual comments

Analysis

The 685 paper responses were processed using the Formic data capture system, with the output matching the format of online responses. The outputs were then combined to form a single dataset. For the quantitative data an average score for Fife was provided across each theme (Figure 2) and also broken down by each locality area. Comparisons were made between areas using "Heat Charts" (Figure 3).

In relation to the qualitative data, there were 1,436 comments made across the 14 different themes. However, a significant number of the comments covered more than one issue (for example, "*Some cycle routes very tight for cyclists. More seating needed in some places for walkers.*"). Where multiple issues were cited, the comments were split, resulting in approximately 5,500 comments being analysed. The data were analysed thematically to

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[8] http://publications.fifedirect.org.uk/c64_OurPlace2016.pdf

identify key themes. Data entry of open-ended questions and analysis of the comments was described as very resource intensive.

Analysis was also carried out to identify differences in perceptions of place between respondents with different demographic and socioeconomic characteristics, as these data are collected through the panel survey.

Results

An overall Place Standard diagram was created for Fife as a whole and across each of the seven localities. Overall, Work and Local Economy, and Influence and Sense of Control scored the lowest, and Natural Space, and Feeling Safe scored the highest.

Figure 1. Heat charts to illustrate how different aspects of Place are viewed across Fife Source: Our Place, Fife People's Panel Report
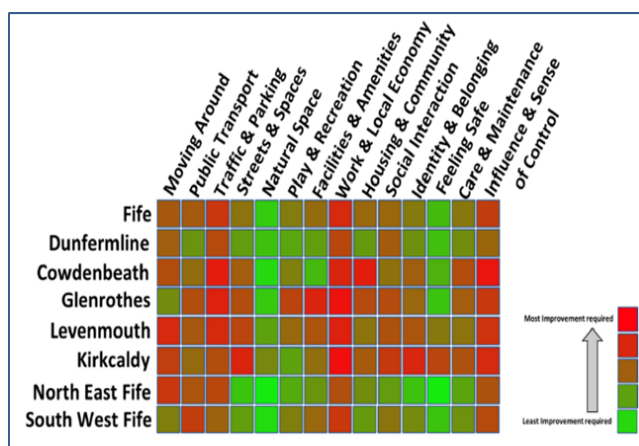

Using heat charts helped to illustrate differences in scores across the 14 themes and from each of the localities (figure 1.) For example, people living in North East Fife scored their place more positively compared to those living in Kirkcaldy and Glenrothes scored theirs less positively, and natural space is generally perceived as positive (mostly green) in contrast to Work and Local Economy, which is generally negative (mostly red).
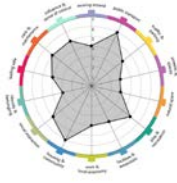
Outcomes

Using the Place Standard with Fife's People Panel members resulted in a wealth of data being generated from a sample of the population. This knowledge was then fed into each of the strategic assessments for Locality Plans and also used to inform high-level strategic planning across Fife Partnership. In addition, there have been preliminary discussions about how the Place Standard can be used as a framework to support Fife Council's next plan.
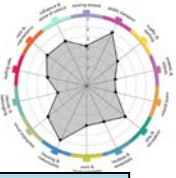
Key Learning

- Fife People's Panel provided an engagement mechanism and contributed to a high number of responses. The panel survey overcame some of the barriers of traditional public engagement.
- Previous experience of analysis facilitated the overall process.
- The qualitative information captured was key to identify priority actions.
- Transcribing the paper copies of the Place Standard was a resource intensive process.
- When writing the report, keep it simple and accessible.
- Communicate with the community and manage expectations generated by carrying out the Place Standard consultation.
- Buy-in from the project board and buy-in from local area managers were both considered to be important.
- The Place Standard tool works well as a tool to support strategic decision making. In addition, using the Place Standard at a strategic level was perceived to support an understanding of local place-based issues.
- Criticisms of the Place Standard tool included the length and the duplication of themes.

APPENDIX 5: CASE STUDY 5 BLAIRGOWRIE & RATTRAY TOWN CENTRE
Background
Blairgowrie and Rattray Community Council and Perth and Kinross Council commissioned a charrette which was delivered by independent consultant DPT Urban Design using the Place Standard to facilitate community engagement to identify opportunities for change in Blairgowrie and Rattray town centre.

Intended Outcomes
The intended outcomes were:
- to build stakeholders' capacity to use the Place Standard
- to engage with the community to identify priorities for action within the town centre
- to act as a catalyst for change within the town centre
- to encourage greater participation of the community in projects and initiatives
- to create better awareness, co-ordination and integration of activity by encouraging and facilitating a greater level of conversations between groups and individuals.

Implementing the Place Standard
Stakeholder workshop:
Members of the Blairgowrie & Rattray Community Council, The Ericht Trust, One Voice, and the Blairgowrie and Rattray Business Association were invited to attend the Place Standard workshop as they were central to local governance and leadership. The aim of the workshop was to raise awareness of the Place Standard and its value and to build the capacity of local stakeholders to use the Place Standard. The workshop was facilitated by members of DPT Urban Design who were experienced in facilitating responses from the public. The team included designers, economists and public policy experts. Approximately 20 individuals attended this workshop. Each person was invited to complete the Place Standard. The considerations associated with each Place Standard theme were adapted to include 'yes/no' responses. Maps of the area were provided within the workshop allowing individuals to highlight the exact location where issues were identified. Each individual was invited to identify one main issue under each theme and write this on a post-it note. By the end of the workshop, each attendee had created their own personal Place Standard diagram for the area and identified key priorities.

Public Engagement:
Following on from the workshop with key stakeholders, the Place Standard was used to facilitate community engagement. The aim of the public engagement session was to generate data based on people's experiences of Blairgowrie and Rattray Town Centre and allow residents to identify priority action areas. Activities were carried out to raise awareness of the public consultation which included promotional work with the local newspaper, radio interviews, a press release and posters put up around the town centre. The public engagement sessions ran over four days from 9am to 8pm and a team of facilitators carried out one-to-one sessions using the Place Standard. Each individual consultation lasted approximately 20 minutes and members of the community were asked to assess the town centre using the Place Standard. Non-identifiable demographic information was also collected from participants. If there were more than three 'no'
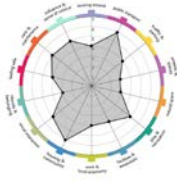
responses to each consideration then this was interpreted as 'action required'. The facilitator captured key priorities under each theme using post-it notes.

Analysis

DPT Urban Design collected the data generated through the workshop and one to one engagement sessions. The scores given under each theme were analysed to provide the mean (average) score and the range of responses under each theme. Dashboards were also used to provide a visual representation of the range of responses under each theme. Qualitative analysis was also carried out by DPT Urban Design in order to identify clustered themes of priority action areas identified through the process.

Results

There were approximately 170 responses included, 150 from the one to one consultation and 20 from the workshop. The range of scores given for each theme was presented using dashboards.
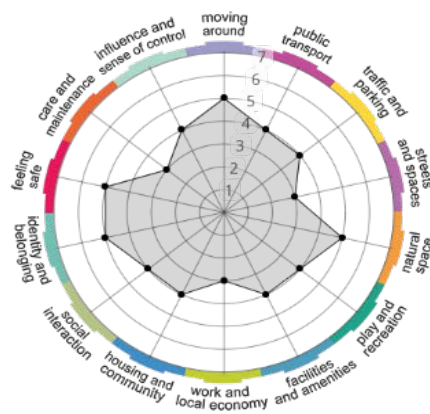
DPT Urban design also carried out analysis to identify priority action areas based on the information collected during the one to one sessions and the workshop. Five priority themes were established:

1. Traffic and Parking.
2. Facilities and Amenities.
3. Work and Local economy.
4. Sense of Control.
5. Play and recreation.

Outcome

The intended outcome of using the Place Standard tool as part of the charrette process was to build capacity with key stakeholders to use the Place Standard, to generate knowledge based on people's experiences of the town centre and to use this information as a catalyst for change.

The information collected through this process was analysed and presented at a community meeting within the town centre. This meeting was organised and facilitated by members of the community council and aimed to support the community to identify and take forward actions to address the five priority themes identified using the Place Standard.

As a result of this process, several positive outcomes emerged to improve the area. For example, the Place Standard visual output was used as part of a grant application to improve the cycle routes between neighbouring towns and this application was successful. Lack of spaces for community activities was identified as an issue for the area and, through community discussions, the police are exploring the possibility of opening a room in the police station for public use. The Discover Blairgowrie website was revamped as a result of an action highlighted using the Place Standard so that community members were more aware of activities going on within the area. In addition, action was also taken to address streetscape

and parking and two local Councillors met with Perth and Kinross council and a list of improvements were agreed. Finally, a community group has been formed to improve the riverside area, which was identified as an issue using the Place Standard.
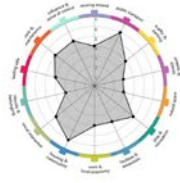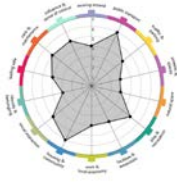

Key Learning

- The Place Standard was perceived to work well on smaller scales.
- Defining the boundary at which the Place Standard was applied was perceived as fundamental and maps were used to support this process.
- After carrying out approximately 120 consultations, a point of saturation was reached whereby no new themes were emerging from the data.
- Previous experience of facilitation was perceived as a key skill to support the process.
- The Place Standard diagram was described as a powerful tool to illicit change.
- Individuals were asked to identify their priority theme on a post-it note and this was perceived as a useful addition to the process.
- Some barriers identified by implementation leads included a gap in educational services and practical issues around timing to carry out one to one consultations.
- Buy-in from the community is key in order to deliver on actions.
- The community council was perceived as playing a key role in the overall process.

APPENDIX 6: DATA COLLECTION METHODS ACROSS CASE STUDY AREAS.
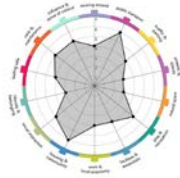
Case Study Area	Data Sources
Hillhead/Harestanes Locality Planning	7 qualitative interviews; document review; observations
Greenock	6 qualitative interviews; document review; observations
Shetland Islands Council	6 qualitative interviews; document review
Fife People's Panel	3 qualitative interviews; document review
Blairgowrie & Rattray Town Centre	3 qualitative interviews; document review
Total	25 qualitative interviews; document reviews and observations

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