

Place-based working in Scotland

Six Month Summary Report

Convened by – Corra Foundation

Sponsored by – Scottish Government

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Place-Based Working in Scotland – introduction and purpose

Place-based work (PBW) has been undertaken in Scotland over decades, there have been surges of activity in the past, particularly around urban regeneration, and on-going work undertaken by individual communities, notably in the Highlands and Islands. That work continues, and in recent times has been given new impetus because of economic challenges for government and recognition, crystallised by the Christie Commission, of the need for preventative approaches to long-term, deep-seated issues.

The question posed for this project's work is: can place-based working in Scotland be made more effective? This required assessment of what place-based working currently is in Scotland, whether there could be improvements made, and what those might be.

This report's purpose is to:

- Explain what has been done over the last six months in the place-based working project to make place-based working more effective¹
- Capture the learning from that work in a manageable and useful way
- Explore what worked well and what could have worked better
- Outline what's needed to improve the effectiveness of place-based working in Scotland
- Set out steps to get there over the coming six months.

Below is a summary of the important findings from this project, including a small number of case studies in Scotland, and work on how and what to measure in place-based working. Following that is a brief description of how the work was done, and results from it.

The 'Useful Stuff' in Summary – Sourced from Group, Case Study and Research Work

The purpose of the PBW project is to improve the effectiveness of place-based working in Scotland. To do that Corra Foundation set up a cross-sector group to draw on their experience and knowledge, and injected some of Corra Foundation's own knowledge and experience, gathering too from international examples, and Scottish case study and quantitative research. Corra Foundation took a 'system change' approach, designing a process to harvest understanding from, and develop new insights for, those involved, which were then be used to plot a way forward. The process is explained in more detail in the first full section of the report.

What was found is summarised first. Beginning with the fundamentals needed for effective place-based working, and a narrative about them. Secondly, a table of what, as a cross-sector group, we wanted to see for place-based working in 10-years' time, and what steps would be needed to get there. Next are main findings from case-study work undertaken and work on measurement of place-based working. Finally a summary of the event on the 27 March 2018, which closed the first six months of this project.

The following section 'What did we do' summarises the practice of the project and its design.

¹ The project has been convened by Corra Foundation and is sponsored by Scottish Government

But what is place-based working?

Lankelly Chase say:

“The term ‘place based’, ... is currently used to describe a range of approaches, from grant-making in a specific geographic area to long-term, multifaceted collaborative partnerships aimed at achieving significant change. In most cases, it is more than just a term to describe the target location of funding; it also describes a style and philosophy of approach which seeks to achieve ‘joined-up’ systems change.”²

Place-based working, the cross-sector group agreed, is not a ‘thing’, but an approach and attitude to place-based work.

² <http://lankellychase.org.uk/wp-content/uploads/2017/10/Historical-review-of-place-based-approaches.pdf> p6 from Anheier and Leat (2006); Association for the Study and Development of Community (2007).

What Makes Place-based Working Effective? – The Distillation of Our Work

There must be a **desire for change** in the place. This signals that **some part of a place's system is stuck or broken**, so a fundamental challenge is not being shifted, whether economic, social and/or environmental, and generated internally or externally. This might be because of silos, policies, lack of innovation, scale, resources or understanding, and likely it will be combinations of these that are causing the frustration.

There must be some **urgency** (change needs energy), **trust and relationships** amongst **collaborators** and community ('change happens at the speed of trust'³), a **champion(s)**, and **resources** that support the collaboration **over time** (at least 2-3 years, with a vision for longer-term change). The collaboration needs more than just trust – the participants need to **feel interdependence** so that – “We always think about who we can blame the good results on.”⁴

The **boundaries for the PBW need to make sense** to the collaboration, this will be because the mix of need, collaborators and champions, resources and other boundaries (regulatory or otherwise) allow for agreement and traction.

The work **must be effectively integrated in national and regional contexts**, of policy, resources, issues and other activity.

The collaboration needs to **agree its goals, and the measures** that will assist in understanding what direction to head. There needs to be a collectively **shared strategy for change**, and shared idea of how and why the work will produce the change.

To do this the collaborating parties must first diagnose what are the reasons for the challenges, who and what are involved, and understand the contributions of the collaborators current activity to maintaining the challenges. This requires multiple voices being heard, and having an understanding and management of the power relationships amongst those involved in the issues and place.

The **practice of collaboration** requires **resources to make the place-based working work**, these will allow for **structures and process** to be managed that ensures the collaboration **rapidly understands** what is happening because of its actions or other change, **can communicate this** within the collaboration's organisations and with wider stakeholders, **and make adjustments** because of that understanding. The collaboration to be effective **needs to become an adaptive, learning process**.

To manage this requires some **new organisational arrangement – a nerve centre or backbone** – that is dedicated to undertaking the **tasks of coordination, measurement and analysis, programme management, communications, fundraising and facilitation**. How that is done, where and who is in it are design issues for each PBW.

Quick wins build trust, create momentum and attract further resources.

The 'soft stuff' is critical. Personal trust and relationship building allows for growth in tolerating uncertainty, mutual support and collaborative learning. Listening to all the voices that are relevant is critical, which requires processes that allow those voices to be heard and

³ Stephen MR Covey, 'The Speed of Trust', 2006.

⁴ [https://collectiveimpactforum.org/sites/default/files/Collective Insights on Collective Impact.pdf](https://collectiveimpactforum.org/sites/default/files/Collective%20Insights%20on%20Collective%20Impact.pdf) p5.

spaces to meet where that can occur. Humility in the face of complexity is needed, as is **relentless curiosity**. Food is a critical – good catering essential; time to relate fundamental.

What does place-based working typically yield and other processes are less likely to?

- Previously unnoticed evidence-based practice or resources from outside the place are adopted and applied locally
- People and organisations begin to work together differently, and find, develop and adopt new solutions
- Successful strategies in the place are identified and spread more widely.⁵

Figure 1.: **Qualities of Effective Place-Based Working**⁶



⁵ https://ssir.org/articles/entry/embracing_emergence_how_collective_impact_addresses_complexity

⁶ This figure identifies nine important qualities that we expect to see in effective PBW distilled from our work as at the final event held on 27th March 2018. Rarely are they experienced all together in PBW undertaken at present in Scotland. There are, however, many examples where these qualities existed strongly in the work. The feedback we received at the 27th March event clearly suggested the language needed simplifying. For the Case Studies, these qualities wording were slightly amended, reflecting the practice in the cases.

Table 1. **What the Cross-Sector Group wanted in 10 years' time and what is needed to get there.**

What We Want Place-Based Working To Look Like in 10 Years				Steps Needed for This	
The Field	Infrastructure	Communities	Relationships	Practical Actions	Cultural Changes
Adaptive, resilient and integrated system	Collaborative funding and pooling of resources	Engaged, proud and confident citizens and communities	Collaborative by default and by self-organisation	Build a field of practice; supported by evidence and shared learning	Allow room for glorious failures and mistakes
Holistic, coherent framework to tackle complex problems	Services not just a service; fluid, multi-functional and connected	Have stake in local developments and resources	Everyone welcome and diversity of knowledge and perspectives are encouraged	Gather evidence from test sites; test collaboration and models of governance	Build spaces and time for collaboration
Local, regional and national goals line-up	Equality between types of places; eg. City or regional	Have more local power to tackle local problems	Ongoing communication and dialogue. Not just consultations	Connect organisations and groups; public, private and local	Build empathy towards 'others'; politicians, communities, other organisations
Accepted that it is messy and creative	Fluid dialogue across spaces, not just formal settings	Supporting infrastructure wrapped around them	Have the resources and skills to engage and resolve conflicts	Use windows of opportunity; Local Governance review, Place Principles etc	Be self-critical in collaboration and leave behind preconceptions
Agreement about definitions, boundaries and vision while keeping fluidity	Recycling of learning and evaluation; observing, capturing and sharing Place-Based working culture.	Supported by 'vibrant friend'; generalists; professionals willing to push the boundaries of their role	Time and effort invested; address power imbalances, build trust and interdependence	Invest more in capacity building of communities; use new local governance review Developing a distinctive 'Scottish Brand'	Build space for different perspectives and reduce binary thinking; move beyond special interest groups, egos and experts
Enabling of sustainable future; economic, social and environmental	'Buy-in' from all parties	Shared evolving narrative		Develop capacity and leadership at all levels including systems leadership	Appreciate and reward voluntary work. Scaling up is viral and replicating (not just about growth)

Case-Studies – A Summary

The qualitative case-study research examined six cases against the broader Scottish context and international good practice.

Main research questions:

- What are the distinct features of place-based working in Scotland?
- How are examples of place-based work operating in Scotland?
- What are the barriers and enablers in Scotland?
- How could place-based working in Scotland be improved?

What we did

Corra Foundation commissioned Collaborate to lead on the case-study research, with Corra Foundation supporting.

Table 1. Where we Studied: brief description of case study areas

Where?	What?	Why?
North Harris, Outer Hebrides ⁷	One of the first Community Land Trusts in Scotland	Early pioneer of community land ownership
Lochgelly, Fife ⁸	A regeneration partnership between council, housing association and community	Regeneration of a town that builds community capacity and vision alongside physical infrastructure
Glasgow Canal Regeneration Partnership, Glasgow ⁹	Partnership between Scottish Canals, Glasgow City Council, Bigg Regeneration and local businesses	Creative regeneration partnership in an urban environment
Galson, Outer Hebrides ¹⁰	A Community Land Trust with a Community Investment Fund	Expanding remit from land management to developmental agency for local community
East Renfrewshire Health and Social Care Partnership ¹¹	A partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde	Long tradition of collaborative working from earlier Community Health and Care Partnership
Evidence2Success; focus on Renfrewshire ¹²	A programme that supports local collaborations for needs-led commissioning of children and young people's services	Exemplar in measuring and evidencing impact

⁷ <http://www.north-harris.org/>

⁸ <https://lcdf.org.uk/>

⁹ <https://www.scottishcanals.co.uk/news/tag/north-glasgow/>

¹⁰ http://www.galstontrust.co.uk/trust/About_Trust.html

¹¹ <http://www.eastrenfrewshire.gov.uk/health-and-social-care-integration>

¹² https://archive.dartington.org.uk/inc/uploads/DSRU-reflections&lessons_report_web.pdf

Key findings

The following are the particular strengths in place-based working in Scotland:

1. Communities have greater power

Community ownership of land and green energy has dramatically changed the fortunes of some areas, bringing opportunity and investment that would not have been present otherwise. We also see an increase in community activity where improved place-based working across agencies and with communities catalysed greater involvement.

2. Anchor organisations improve sustainability

Actions to sustain the life of communities – for instance ensuring a good level of health within the population- through good infrastructure, services and economic activity, was the aim behind most place-based working initiatives. Local anchor organisations/ groups drove the place-based work, while keeping an eye on this long-term goal of sustainability, with some anchor organisations becoming development agencies in their own right- enabling and supporting other community led activities.

3. Alignment of local priorities

Alignment between the priorities of place-based collaborations and the local public sector (e.g. regeneration, housing, care services) was often present. Particular individuals hold community and public sector collaboration together successfully, whilst institutional support was overall mixed.

4. Supportive policy environment

The policy landscape in Scotland supports good place-based working, underpinned by the Christie Commission. The Community Empowerment Act and locality planning requirements, the Land Reform Act, Health and Social Care Integration, with the Planning Act reform and Local Governance Review (pending) provide a supportive policy infrastructure and context.

5. Collaboration and long-term, personal commitment

Collaborative working involved a mix of informal and formal structures, aligned by a shared vision. The time, energy and dedication from individuals to improve their places was evident, and partners often reported strong relationships and enjoyment of the collaborative way of working.

We also assessed the present challenges to place-based working in Scotland:

1. Uncertainty of a shifting policy landscape

The shifting policy landscape was generally very positive for place-based working, but was hard to keep track of as a community organisation and the complexity looks to increase with Brexit on the horizon. Improved legislation has also led to increased requirements and a

sense of people having to do more and measure more, with little space left for anything else.

2. Institutional vs. collaborative culture

Individuals struggled against traditional organisational structures and 'silos' that made collaborating with place-based partners and sharing data more difficult, especially local public services and health partners.

3. Unintended consequences of funding approaches

Funding applications and reporting on funding took a huge amount of time from paid staff and volunteers with funders largely not aligned around place outcomes and some overly focussed on short-term financial outcomes.

4. Narrative of growth supersedes sustainability

Funding and attention tended to be focussed on the physical and economic, whilst communities were often trying to achieve a broader sustainability for themselves.

5. Learning and measurement were underdone

Formal learning and measuring only occurred in a minority of case studies, where resource was directed to agreeing and developing measures, and creating localised data where necessary. The learning and measurement was more informal in other examples, often based on countable outputs rather than agreed outcomes, and was felt to be driven by diverse reporting requirements for funding which reduced scope to develop collective place-based measures.

6. Tensions with external models

In some areas external agencies were felt to have 'parachuted' in, rather than building on the work that community groups or individuals were involved in. Linking external consultants, through key people or organisations, into the work that is ongoing ensures replications are avoided.

7. Missing players

The private sector, young people and health partners were frequently mentioned as absent, or slower to get involved, yet all were believed vital for the sustainability of the initiatives.

Recommendations

Based on the analysis of the case studies and interviews with practitioners several actions stood out as being helpful for further developing good place-based practice in Scotland:

- Greater coordination between funders (independent and statutory) to align funding requirements in a place. Co-producing these with organisations doing place-based work would enable an evidence-base to be built of what works.
- Place-based partnerships need to agree and direct resource into a shared measurement; aligned measures and a theory of change will help evidence impact and draw in more resource. Community organisations will need support and national organisations can help spread the learning and good practice to other areas.
- Developing and encouraging professional skills in facilitation and brokering would improve communication across organisations and with community engagement work. Local skill- and community capacity building also need to be invested in to build social infrastructure and support public sector transformation.
- Training opportunities for elected members like Councillors, MPs and MSPs to learn about place-based working as it complements their ‘generalist’ way of working and centres decisions on communities (their electorate).
- Growing the connectivity and sharing of learning between place-based initiatives and national organisations involved in this work.

Conclusion

Overall, we were struck by the optimism shown by people working in these initiatives of the potential of place-based working to tackle the long-term and complex issues affecting their communities and build sustainable futures.

Our research qualitatively analysed the effectiveness of six case studies in Scotland. The empowerment and pride felt by those making their communities more sustainable; the trust and relationships developing across sectors; and the culture of looking holistically at a place and the vision of its communities, are all indicative of effective adoption of good place-based practices. Compared to international models, such as Collective Impact in North America¹³ and Australia, there are many similarities; however practice in Scotland appears significantly weaker around measurement (with notable exceptions). The ability to collaborate around measurement and evidence impact would help place-based initiatives overcome barriers in accessing funding and establish the value of good place-based working.

This is a summary of the research; for a full report please contact Zoe Rush at Corra Foundation (zoe@corra.scot).

¹³ <http://collectiveimpactforum.org/>

Quantitative Research – A summary

Corra Foundation commissioned EKOS¹⁴ to produce a short thought piece on the issues relating to the measurement of place based working. This involved a review of selected literature, and conversations with a number of researchers and practitioners involved in place-based working, the findings summarised below were presented to the 27th March event.

The typical characteristics of place-based working present some clear challenges to effective measurement. These are relatively consistent across the literature and include:

- PBW can have multiple and diverse outcomes, making effective measurement unwieldy and difficult to implement
- the focus on behavioural change presents challenges in defining suitable measures, with discomfort in some quarters with more qualitative measures
- PBW objectives are often long term in nature, and sustaining measurement effort and resources can be challenging
- the multitude of stakeholders often introduces different measurement expectations and requirements, and issues around who claims what
- open, adaptive systems are subject to often unpredictable change, which is one of their strengths, but this makes consistent measurement and evaluation hard, and
- baseline data can be patchy and inconsistent due to limited availability at small geographic levels, or inconsistent geographical disaggregation of data.

These are difficult, but not necessarily insurmountable issues, assuming sufficient resources, capacity and expertise.

First, be clear about the purpose of measurement; three issues are important:

- informing and supporting improvements in practice and delivery
- reporting to stakeholders and demonstrating progress, even if that is not to the stage of achieving long term outcomes (intermediate progress measures), and
- building an evidence base to demonstrate the effectiveness and added value of PBW models.

Defining shared goal(s) and building a common understanding of these goals and how they might be achieved is a time consuming and challenging process that requires partner organisations to move beyond their own organisational concerns (and KPIs) to build a theory of change model that is specific to the shared goals and the context (the place).

¹⁴ <http://www.ekos-consultants.co.uk/>

The theory of change model needs to be populated with clear causal links across different categories of measures (the Magnolia¹⁵ example is a useful model but not the only one).

An evaluation framework could include regular baseline updates (say every five years for a programme with 20-year ambitions) with a logic model based measurement framework running alongside these updates on a continuous basis.

Once a suitable framework has been developed and agreed, then a mechanism for its implementation needs to be agreed. There resource issues, but measurement can be a powerful tool for learning from, and managing, place-based work.

For a full report on measuring place-based working please contact Zoe Rush at Corra Foundation (zoe@corra.scot).

¹⁵ *The Magnolia Community Initiative: The Importance of Measurement in Improving Community Well-Being*, Inkelas, M. and Bowie, P., University of California, 2014. https://www.frbsf.org/community-development/files/ci_vol26no1-The-Magnolia-Community-Initiative.pdf

27th March Event- A Summary and Next Steps

This event was designed with the aim of creating momentum for more, and more effective, place-based working in Scotland. We brought together sixty individuals from across Scotland who work in a place-based way to build connections and share our learning from the cross-sector group, case-study research and measurement research.

The day began with the lead secretariat speaking about the current opportunities for place-based working in Scotland and then Collaborate and EKOS presenting their research findings to the group. Anna Birney¹⁶, who facilitated the day, asked people at each table to reflect on their work using the qualities of place-based working which culminated in a 'popcorn' session (people talking turns to speak) around the barriers and enablers of place-based working in Scotland.

The second half of the day was used for Open Space Questions – anyone who wanted could propose a question that they were interested in and everyone else self-organised into the groups that they were most interested in. There were seven questions/ groups who spoke about their topics at length and then summarised the insights and ideas back to the wider group, with ideas for further action. The day ended with personal commitments around encouraging and develop place-based working. Further information about the content of these discussions is included in Annex 8 and for a full report from the event please get in touch with Zoe Rush at Corra Foundation (zoe@corra.scot).

Next Steps

Kevin Stewart, Minister for Local Government and Housing, approved funding just prior to the event for a further six months work on place-based working, concluding with a conference. He also approved the Place Principle for use in Scottish Government work and recommended it to others. As part of our on-going aim to bring greater coherence around PBW in Scotland we have convened a guidance group to consider targeting areas where more support is required. These may include:

- Policy and funding mapping around PBW
- Developing training for the critical broker/facilitation role
- Identifying test sites and supporting activities there for more effective PBW
- A showcase conference in the Autumn highlighting good PBW practice here and elsewhere.

¹⁶ <https://www.forumforthefuture.org/siteusers/anna-birney>

Over the Course of the Six Months, October 2017 – March 2018, What did we do?

This section briefly describes what happened in the development and delivery of the project over the course of six months.

Work began in early October 2017. Richard Whatman was hired to prepare a project plan, based on the brief agreed with Scottish Government, and subsequently to lead a small secretariat to deliver the plan. It was envisaged that a cross-sector group of between 20-25 people would be constituted, meeting once a month from late November, with a wider meeting to be held at the end of the six months. The purpose was to convene an ‘expansive learning cycle’¹⁷ through curating the knowledge and experience of the group, and undertaking and injecting learning from parallel work in understanding good practice in Scotland (through a small number of case studies), good practice in other countries and quantitative research on measurement of place-based work. The result sought was to produce the conditions needed to bring about system change.¹⁸

The first task was to identify who would be in the cross-sector group. Previous experience suggested that groups of more than 25 would struggle with producing a coherent approach. This was a fundamental constraint to how large the cross-sector group could be. It inevitably led to compromise on who could be invited. Selection was undertaken by Corra Foundation staff using the following thinking:

‘The Cross-Sector Group needs to contain knowledge and experience in managing physical, social and economic change in designated places. Ideally, they would be responsible for the integration of development across physical and human systems. This will not, however, be sufficient, as PBWs can be ineffective if broader contexts (such as national economic performance, or pollution sources) cannot be accounted for in developing interventions.

‘Therefore, the Cross-Sector Group will also need knowledge and experience about the mediation of ‘place’ outcomes through broader contexts like the economy or politics. This goes to the development of strategy and policy for effective PBWs – one of the aims of the work.

Selection will need to reflect two dimensions – how society is structured and how that mediates effects on the physical world.

Society:

- *Household – communities and individuals*
- *Market – ‘for profit’ enterprises*
- *Commons – collective community benefit or stewardship*
- *State – with powers of general regulation, taxation and (re)distribution*

¹⁷ Expansive learning can be summarised as the activity where: ‘People and organizations are all the time learning something that is not stable, not even defined or understood ahead of time. In important transformations of our personal lives and organizational practices, we must learn new forms of activity which are not yet there. They are literally learned as they are being created. There is no competent teacher.’ Engestrom, Y. (2001) ‘Expansive Learning at Work: toward an activity theoretical reconceptualization’ *Journal of Education and Work*, vol. 14, no. 1, pp. 133-156 at 137-8.

¹⁸ For a discussion of what Systems Change is, see, for example: <http://lankellychase.org.uk/wp-content/uploads/2015/10/Systems-Change-How-to-Do-It.pdf>

Physical world:

- *Land (and water) – because this is a fundamental to physical definitions of ‘place’*
- *Material flows through ‘place’ – things used by people directly (food, products) and those necessary for sustainability (waste, rain on crops).*

The group needs to be diverse, not just around these dimensions, but also in terms of personal characteristics like gender, age and background, including present ‘place’ identification and activity.

Whilst the group will be aiming to enable effective change of PBWs, and therefore needs a significant degree of connectivity to positions of power to affect policy development and implementation, a risk will be that the group does not reflect those whose experience is not being able to influence policy – so selection needs to encompass experience and knowledge of being the recipient of PBWs.

The group is to be generative, that is analytical and creative in turns. Individuals who are empathetic and ideally have experienced multiple dimensions of the challenges for PBWs, for instance worked in local government and the 3rd Sector, with care responsibilities, are ideal. Also, those who are interested in generating positive change – though that is possibly a given if they accept a place in the group.

The selection made produced a good mix of the intended participant groups. We were unable, though we tried hard, to attract a person or persons from the private sector. We also did not have clear representation of youth. Annex 1 contains a list of those who participated and their organisations. It was agreed that a chair would be useful for assistance with managing the processes of the group and in attracting invitees. Lindsay Burley¹⁹ agreed to be chair. Anna Birney²⁰ was approached to provide advice, tools and a second pair of eyes on the work, and she agreed to do that.

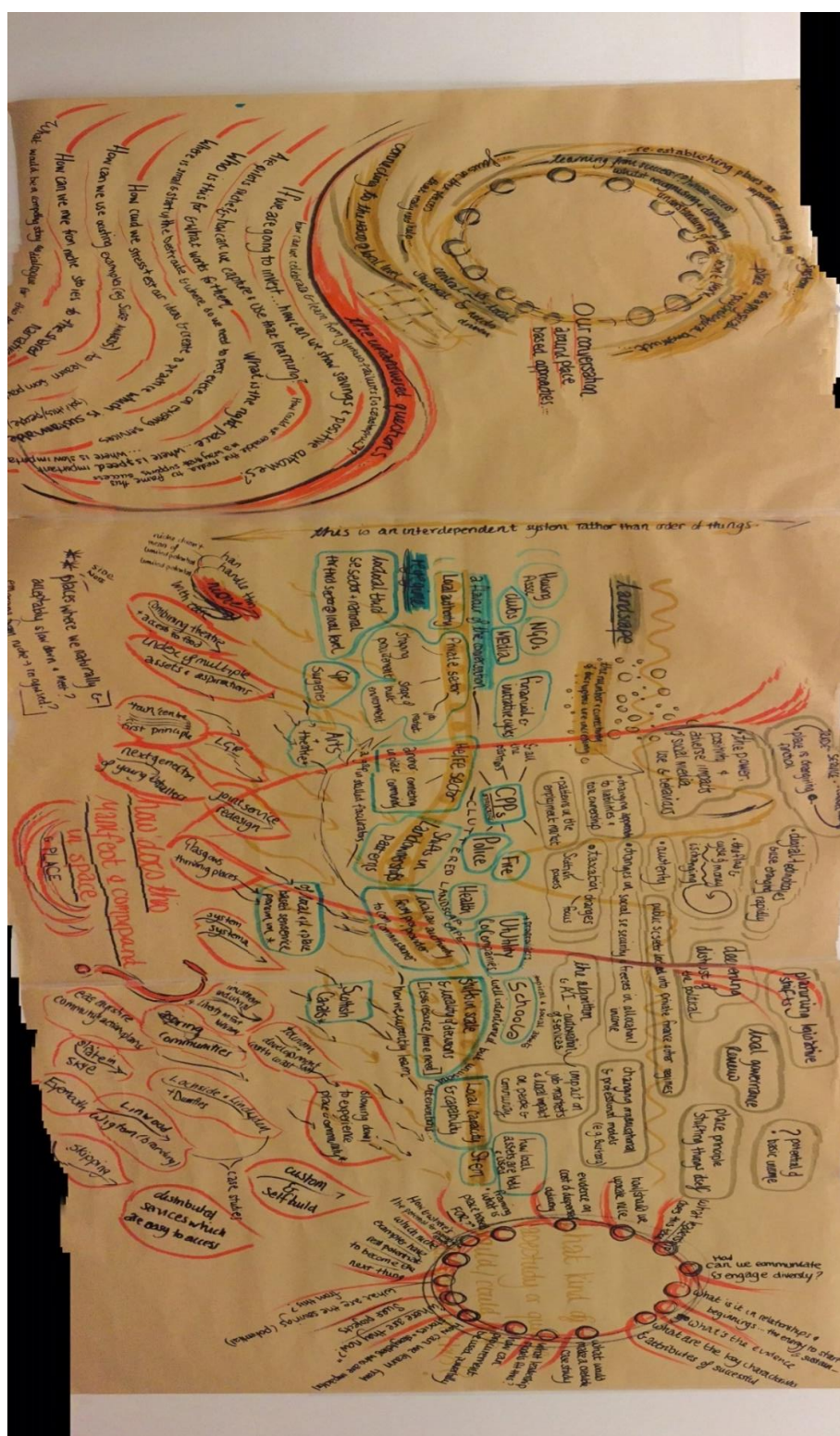
Before the first (and then subsequent) meetings short notes were circulated as a stimulus to thinking, and orientation as to what to expect. These have been attached as Annexes. The first identified some questions to consider and stated that the purpose of the work was... ‘to diagnose what will improve the effectiveness of Place-based Working (PBW), and design what can be done to achieve that. We will also develop a wider network to amplify and extend the work.’

Because the group was new a full day was scheduled. The morning was, essentially, time to establish relationships and obtain initial observations from participants. The afternoon employed a technique for mapping the present system, called Landscape, Regime and Niche. Where Landscape is the broad social, economic and policy context, Regime is the present way of working and Niche emergent new practices that are responding to the Regime and Niche. The work was done in small groups and by the group as a whole. Our scribe for this project, Linda Hunter of Scottish Government, produced Figure 2 below – a representation of the whole group’s work.

¹⁹ Lindsay is a mediator and until recently chair of the NHS Education Scotland. She has long experience at a senior level in the NHS in Scotland <http://www.eskhill.com/lindsay.htm>

²⁰ <https://www.forumforthefuture.org/siteusers/anna-birney>

Figure 2. Cross-Sector Group Scribing of Landscape, Regime, Niche deliberation



The second meeting of the group was held on 16th January 2018, and at the request of the group was to concentrate on measurement issues. Annex 4 sets out the discussion paper circulated before the meeting. However, the group determined during the meeting that it would be more productive to concentrate on what generally made PBW effective. A cognitive behavioural therapy tool called ‘paradoxical agenda setting’²¹ was used in small group work to isolate the arguments for and against PBW work, and for working on internal resistance to adopting it as an approach. Annex 5 contains a matrix of the arguments distilled from this work.

On 25th January the third meeting, following the desire of the group, concentrated on what makes effective place-based working. Three members of the cross-sector group were chosen to each speak about a place-based initiative they were involved with: Kieran Wardrop spoke about the work of Vibrant Communities in East Ayrshire, particularly the towns of Cumnock and Catrine; Helena Hews spoke of some of the areas that Scottish Canals work in, and their work with communities; and Andy Milne spoke of his work in Wester Hailes. For the second half of the meeting the group used the technique ‘future backwards’ where small groups considered what would be an ideal state for PBW to reach in 10 years-time, and then worked back to the present, suggesting what chances would be needed to bring about the change desired. Annex 6 sets out the ‘Place Principle’ agreed from work undertaken collaboratively, convened by Scottish Government.

The final meeting of the group was on 15th February. The outcome from ‘future backwards’ was presented back to the group and a mapping of place-based working in Scotland undertaken, where initiatives were ‘tagged’ with the qualities of effective PBW, occurred. Consideration was given to who could be invited the final meeting on 27th March, using another mapping technique Linda Hunter led. Annex 7 sets out the background paper provided before the meeting.

A wider group was brought together on the 27th of March to further test and provide a network to anchor the conclusions of the group in development of a movement to undertake more effective PBW in Scotland. Annex 8 sets out the Event Report, which details the findings from the day. The significant themes to emerge were:

- Places need to be re-imagined because their economies have changed
- Stakeholders in PBW need to be broad; including youth and the private sector
- The language needs to be simple – what are ‘hopes and dreams’ rather than ‘outcomes’
- Skills to broker and translate in PBW are often lacking and are essential
- Interdependence is needed, developed through trust and persistence
- Funders drive direction, and determine what is measured
- Test-sites would be useful for developing collaborations and better working.

²¹http://www.iahb.org/uploads/7/4/7/7/7477753/paradoxical_agenda_setting_basic_concepts_and_techniques_v5.pdf

What worked well, and what could be improved?

A small sample of cross-sector group members were consulted as part of an evaluation of the project to-date. Their feedback is summarised below.

There was a consensus that the project effectively engaged with different perspectives of place-based working in Scotland. The exercises and information provided to the group were generally helpful and engaging.

The intentional flexible nature of the agenda/purpose appeared to be welcomed. People were generally comfortable with the '*vagueness*' of the approach taken. Most comments reflected that this challenged some of their own thinking which helped with collectively understanding about practice/policy in PBW.

Where clarity was perhaps missed most as the project unfolded was on what the purpose and next steps of the project might be. Several views indicated a need for tangible outcomes to be part of the next steps, such as:

- Increased opportunities and ownership for group members to lead on tasks/activities
- Increased engagement and buy-in from local and national decision-makers on place-based working
- Informing contributions for improved policy and practice.

Annex 1. List of individuals and organisations that were involved in the cross-sector group.

The Cross-Sector group included the following individuals, who gave generously of their, and their organisation's, time:

Andrew Magowan, Inspiring Scotland	Irene Beautyman (Improvement Service)
Andy Milne, SURF	Jennifer McLean (Glasgow University)
Anna Watt, Corra Foundation	John Howie, NHS
Carolyn Sawers, Corra Foundation	Keith Jack, Violence Reduction Unit Scotland
Carol Calder, Audit Scotland	Kieran Wardrop, East Ayrshire Council
Claire Bynner, Glasgow University	Kim Black, Centrestage
Claire Sweeney, Audit Scotland	Linsay Chalmers, Community Land Scotland
Diarmaid Lawlor, Architecture and Design Scotland	Mhairi Reid, Big Lottery Fund
David Allan, SCDC	Mick Doyle, SCDC
Emily Watts, Corra Foundation	Neil Ross, Highlands and Islands Enterprise
Fiona Garven, SCDC	Nick Wilding, Scottish Government
Fiona McKenzie, Centrestage	Phil Prentice, Scotland's Towns Partnership
Frazer McNaughton, Scottish National Heritage	Russel Gunson, Institute for Public Policy Research
Gavin Paterson, North Ayrshire HSCP	Sam Cassels, Scottish Futures Trust
Helen Forsyth, Berwickshire Housing Association	Susan Bolt, Scottish Government
Helena Huws, Scottish Canals	Viv Gray, Scottish National Heritage
Ian Gilzean (Scottish Government)	Zoe Laird, Highlands and Islands Enterprise

Annex 2 - 13th December Pre-reading Agenda Paper for the First Cross Sector Group meeting.

Background

Corra Foundation has been funded by Scottish Government to undertake this project, which is to achieve: 'a greater understanding of the importance of place, which is required to create enabling conditions for communities to thrive and what the policy agenda is that supports effective place-based approaches.'

We are very grateful to this group, convened from cross sectors with an interest in place in order to diagnose what will improve the effectiveness of Place-based Working (PBW), and design what can be done to achieve that. We will also develop a wider network to amplify and extend the work.

What this paper is for

This paper is not intended to set out incontrovertible, or even alternative, facts. It is intended only as a stimulus for the day's discussions. Therefore, please accept this on those terms.

Anticipated plan to create recommendations and actions

There will be 5 meetings of which the meeting on the 13th is the first. We have the potential for a 6th meeting if that is needed.

The meeting on the 13th will establish what the group considers we need to work on, and flesh out some of the higher-level frames that will assist us in doing that, including what examples of PBW practice in Scotland or elsewhere we feel need to be more fully explored (there is research capacity to undertake some investigations).

Meetings beyond the 13th will refine our theories of what works or why things don't, and progressively move towards the design of what can usefully be done, and by whom. The meeting dates are being polled, but are likely to be min-Jan, end of Jan and early Feb. The 'reserve' day is 8th March. These meetings would all be in the afternoon.

Our final meeting at the end of March will bring together the wider group that has been developed to consider the diagnosis we have developed, and the plans for improvement, with the intention now that the meeting generate action.

Questions for the group to consider:

Our overall question is: can PBW be said to: *drive change* in communities around *environmental, social or economic* challenges, using *'joined up' collaborative approaches* to overcome challenges *where there is no clear ownership or solution?* To discuss this in detail we have posed the following questions:

○ What is PBW?

The meanings of 'place', 'based' and 'approaches' are ambiguous. Lankelly Chase have said:

"The term 'place based', ... is currently used to describe a range of approaches, from grantmaking in a specific geographic area to long-term, multifaceted collaborative partnerships aimed at achieving significant change. In most cases, it is more than just a term to describe the target location of funding; it also describes a style and philosophy of approach which seeks to achieve 'joined-up' systems change."²²

PBW has become a common 'flavour' in Scotland.

"It offers a holistic or 'whole place' approach that crosses policy sectors and silos. Its added attraction for policy-makers is that it sounds tangible, immediate and local... [but it] can easily become a catchall for a range of potentially inconsistent policy agendas... it [can be] weakly specified, poorly-evidenced and 'a receptacle for odds and ends.'"²³

Each 'place' carries its own context, which is both dynamic and anchored in culture and history.

"..."place" is an open, evolving system that requires a "macro" lens to examine the systemic barriers that may impede or support sustainable and scalable impact. ... it may not be feasible or realistic for pilot initiatives to be transplanted ..."²⁴

The question of 'what scale?' for PBW has no clear answer. In Scotland the scale selected, generally, is a sub-local authority level of 'neighbourhood' or 'locality', partly driven by the Community Empowerment Act and Community Planning Partnerships ("CPPs").²⁵

○ What are crucial contextual elements for PBW in Scotland, what's missing below?

Austerity has been steadily reducing expenditure in Scotland for years. Demographic change, with the increasing numbers of the very old and a mini baby-boom making prospects even more difficult.

Reserved powers constrain benefits and social security changes, but further devolution in 2016 allows for some mitigation.⁵ This may be supported through use of the newly devolved power to change rates of income tax.²⁶ Leaving the EU may have very significant implications for PBW.

The Community Empowerment Act 2015 shapes much PBW activity. Each CPP "...must act with a view to reducing inequalities" unless "inappropriate".²⁷ The Scottish Government

²² <http://lankellychase.org.uk/wp-content/uploads/2017/10/Historical-review-of-place-based-approaches.pdf> p6 from Anheier and Leat (2006); Association for the Study and Development of Community (2007).

²³ <http://www.lgiuscotland.org.uk/2017/09/20/why-place/>.

²⁴ <http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1300&context=tfr> p85-6.

²⁵ <http://whatworksscotland.ac.uk/wp-content/uploads/2017/03/RationalesforPlacebasedApproachesinScotland.pdf> p9. ⁵ http://www.parliament.scot/ResearchBriefingsAndFactsheets/S5/SB_16-50_Scotland_Act_2016_Discretionary_Payments_and_New_Benefits.pdf.

²⁶ <https://reformscotland.com/wp-content/uploads/2016/03/Reform-Scotland-Scotlands-new-powers-March-2016.pdf> argues that both the devolution of tax and welfare powers are limited, and prevent the development of comprehensive reform.

²⁷ <http://www.legislation.gov.uk/asp/2015/6/section/5/enacted>

must develop national outcomes.²⁸ Other significant areas of PBW activity are: Health and Social Care integration; participation Requests from community bodies to work on public service outcomes and Community

Rights to Buy Land or Transfer Assets. City and region deals will have a consequential effect on PBW.

○ What makes for effective PBW, what's missing from below?

“One of the favorite maxims of environmentalists is that Everything is Connected to Everything Else. That idea is usually delivered with a heavy charge of negativity. ...What we are rarely told is that solutions are as interconnected as problems...”²⁹

PBW is so varied in scale, purpose and context it is very hard to say what a winning formula is. But, the literature keeps throwing up themes that are generally agreed and broadly applicable. Collaborate and Lankelly Chase identify nine ‘building blocks of system infrastructure’:

- Place-Based Strategies and Plans – real plans collaboratively produced
- Governance – active and collaborative
- Outcomes and Accountability – including shared outcomes and metrics
- Funding and Commissioning – shared costs and benefits
- Culture Change and People Development – essential and often ignored
- Delivery – integrated and trusting of the frontline
- Data, Evidence and Evaluation – insight not just measures
- Collaborative Platforms: digital and physical
- Communications and Engagement – to enable feedback and change³⁰¹¹

○ What do we need to learn from Scotland (or elsewhere) that we don't currently know?

Structural basis	Required/volunteered?	Required/volunteered?	Required/volunteered?
Success/Fail	Understanding reasons	Understanding reasons	Understanding reasons

Other questions to consider on the day might well be:

- What are the problem(s) we are dealing with?
- What is common between approaches and what is distinct?
- What practice has worked and what hasn't?
- What are our roles in PBW?
- How do we think change happens using Place-based approaches?
- If there are good tools (policies. advice etc) why haven't place-based approaches been more effective?

²⁸ <http://www.legislation.gov.uk/asp/2015/6/section/2/enacted> and the next section, s3. The National Outcomes are currently being refreshed and consulted on.

²⁹ Donella Meadows <http://donellameadows.org/archives/problems-are-interconnected-and-so-are-solutions/>

³⁰ http://wordpress.collaboratei.com/wp-content/uploads/Building-Collaborative-Places_Digital-Report-Pages.pdf

¹¹ https://ssir.org/articles/entry/collective_impact

Annex 3 – Matrix distilling small- and whole group exploration of Landscape, Regime and Niche.

	Key Words	Examples	Questions
Landscape	Place is changing function less about exchange of work, trade and social services. Other services increasing eg more cafes. Distrust/ apathy in the political system. The number and complexity of disruptors (things that have potential to change the system) are increasing.	Digital technologies, social media, algorithms and AI are changing the job market, the way services are utilized, what community means, where it meets and what it does. Brexit, Austerity, changes in taxation, Basic Income, social security changes, Community Planning, annualised Budgets, new policies. PBW initiatives changing the landscape eg Buurtzorg neighbourhood care model; changing organizational and professional models. http://www.buurtzorgusa.org/about-us/ Risk and liabilities; interactions between the private and public sectors	How do we take advantage of these disrupters now? How and where is the potential for a paradigm shift? What leadership would this take? (leadership behaviours/ responsibilities/ accountability) What in relationships and beginnings gives the right energy for groups to work and be sustainable? How do you use storytelling to change society's values, or to effect change? Do we need a broadening of professional roles? Eg fire service involved in preventative measures.
	Key Words	Examples	Questions
Regime	Currently a cluttered landscape with disjointed services and service providers, potential to increase efficiency or reduce replication. Well intended interventions can be seen as impositions to	Local Authorities' services and activities Educational Institutions Third Sector, national charities, volunteering GP Surgeries	Can we calculate the cost/benefit (including preventative spend) of PBW? (savings or improved outcomes?) What is the value proposition of PBW? Is there evidence that dispersed services might be more cost-effective than centralized ones?

communities when they haven't been included in discussions. Narrow viewpoints (eg effects of alcohol in community) that are not joined up into a holistic system of understanding the community. Government facing less capacity, more pressure (targets) and complexity. Fracturing and silos. Those facing the greatest disadvantage are often the hardest to reach. There is a gap for skilled facilitators. Could be used for a more enabling approach. Protectionist behaviours. The effectiveness of CPPs is variable. Place standard means observing and engaging the local community. Gap between policy and practice.	Faith-based groups Local Businesses, the Private Sector, Scottish Enterprise Landownership eg community land, North Harris Trust http://www.north-harris.org/north-harris/crofting/ Community Development Trusts Police/ Fire and Rescue Arts and creative communities Tourism (eg North Coast 500) http://www.northcoast500.com/ Media Infrastructure providers (eg public buildings/ broadband/ mobile) Local Politicians Regeneration Partnerships Scottish Canals. https://www.scottishcanals.co.uk/, Forestry Commission and Scottish Crown Estates Private Non-Governmental intermediaries (SCDC, DTAS, CEIS, TS)	Who are key players in PBW? What are the key characteristics of successful PBW? Evidence of this? How do we communicate and engage diversity and enable greater participation? Who makes the decisions in a place? How do you grow capacity locally? (rather than outsourcing) How to include the private sector? Is there a different way of doing services? How do you get the positives from sources like 3rd sector, local communities, Scottish Canals, private sector into governmental or CPP structures? Can CPPs take on a facilitating role- more effective when sharing best practice and experience. Should PBW only be looking at places that have the greatest need?
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	Key Words	Examples	Questions
Niche	New policy openings; Community Empowerment, Planning Reform etc. Disadvantaged communities often don't join the narrative (feel a lack of authority?) but the well-off are also disconnected. Centralized services not always the best for a place, distributed ones can be easier to access for some groups. Look at maximum gains from a development, not just efficiency. Unhelpful relationship between politicians and the media regarding failure- need a narrative that allows us to learn from mistakes. Find new opportunities that might be repeatable in other places or mainstreamed- scalability and sustainability.	East Ayrshire Community Action Plans. https://www.east-ayrshire.gov.uk/CouncilAndGovernment/CommunityCouncilsAndAssemblies/CommunityCouncils-Information/Community-Led-Action-Plans.aspx SURF SIMAA, Alliance for Action & SURF Awards. https://www.surf.scot/surf-awards/ https://www.surf.scot/projects/alliance-for-action/ https://www.surf.scot/projects/simaa/ Social Bite. http://social-bite.co.uk/ El Sistema. http://www.makeabignoise.org.uk/ The Lens. http://www.lensperspectives.org.uk/ Glasgow's Thriving Places. https://www.glasgowcpp.org.uk/thrivingplaces Local Procurement (Preston) https://cles.org.uk/tag/preston/ The Stove http://www.thestove.org/ School as a Service (SaaS)- Espoo. http://www.espoo.fi/en-US/Childcare and education/Espoo innovation School as a Service gai(113490)	Where are they now? SURF projects and looking at the longevity of case studies. How and should we upscale an example? (Which one would we choose?) How can we learn from glorious failures? (as opposed to catastrophic) Who is this for, and what works for them? How can we stress test our ideas and create sustainable practice? (especially if political climate changes) How do we identify the priorities of the local people (and not services?) How do we fill the present gap in storytelling with an attractive offer? (loss of confidence in existing narrative) Do we need a shared theory of change? With partners working together

	Work often focused on raising aspiration, food distribution, health and well-being. Can connect to the macro at the local level. Joint service redesigns, with consultations with the community. Early intervention. Want to welcome and assimilate, not ghettoize, diverse communities. 1st Principle Town Planning, business investments etc- these funding streams will influence places. Conflict between money and funding going to new, flashy start-ups vs the tried and tested methods. Engagement with communities can move government away from having a parental role.	Link Up. https://link-upsupport.co.uk/ Gal Gael. http://www.galgael.org/ Big Lottery Fund Our Place eg Lochside and Lincluden https://www.biglotteryfund.org.uk/global-content/programmes/scotland/our-place Corra Foundation People in Place https://www.corra.scot/people-in-place/ Sabhal Mòr Ostaig. http://www.smo.uhi.ac.uk/en/ Children's Neighbourhood Scotland. https://childrensneighbourhoodsscotland.com/ Hamilton FC and Partners. https://www.hamiltonacciesfc.co.uk/community/community-outreach/ Skip and Scrap (Berwickshire Housing Association) Stalled Spaces. https://www.glasgow.gov.uk/stalledspaces Catalyst Communities. http://www.chg.org.uk/ City Deals. Difference between engagement with SHN depending on place (Stirling vs Edinburgh)	
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		Eyemouth http://www.eyemouthcommunitytrust.co.uk/ Wigton https://www.cumbria.gov.uk/locallinks/wigton.asp Linwood (difficulties) http://www.linwoodtrust.org.uk/ Dumfries and Galloway http://www.dumgal.gov.uk/ldp Irvine http://www.northayrshire.community/your-community/irvine/our-local-priorities/ Lochgelly https://lochgellycap.org.uk/ Cumnock http://www.cumnockactionplan.org/	
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Annex 4– 16th January 2018 Pre-read Paper: Measurement. Second Meeting Cross Sector Group

Measuring outcomes – 16th January 2018

The Problems of Measurement

Lankelly Chase notes:

*“Demonstrating effectiveness presents challenges: attribution (demonstrating that change is the result of a specific intervention); timescales (demonstrating change within timeframes that are usually limited); complexity (change is likely to be multi-layered); and external factors that may affect progress (sometimes standing still in the face of adverse circumstances can be progress)”.*³¹

Additional challenges include deciding how to evaluate **evolving, multiple and diverse outcomes**; how to **define measure** typical PBW outcomes, including partnerships, capacity building and participation as simple metrics will not capture community change, e.g. ‘capacity building’ can confound measurement; **lack of baseline data**, either due to administrative and boundary differences, data transparency and privacy issues or lack of clear outcome measures from the start.³²

Approaches to the problems of Measurement

*“the landscape of PBW [is]... lacking in clear approaches to evaluation, a theory of change or ... understanding of causal links between inputs, activities, engagements and intended outcomes.”*³³

Frameworks, tools and approaches developed to evaluate PBW despite these issues include:

- Theory of Change³⁴
- Contribution Analysis³⁵
- Developmental Evaluations³⁶
- Place Standard Tool³⁷
- Capacity Building Tool: Building Stronger Communities³⁸

Cost-benefit Analysis

Example: West Cheshire – ‘Altogether Better’.³⁹

Focused on a systems change to produce preventative spend and joined-up services to combat complex issues and engage the local community. West Cheshire Council developed

³¹ <http://lankellychase.org.uk/wp-content/uploads/2017/10/Historical-review-of-place-based-approaches.pdf> p6

³² <http://www.horizons.gc.ca/en/content/evaluation-place-based-approaches> p 9-14

³³ <http://whatworksscotland.ac.uk/wp-content/uploads/2017/03/RationalesforPlacebasedApproachesinScotland.pdf> p 11

³⁴ Method of evaluation that begins with long-term goals and then maps backward to identify necessary preconditions. Example is Starting Well. <http://www.gov.scot/Publications/2005/04/20890/55057>

³⁵ Examines to what extent observed results (whether positive or negative) are the consequence of the policy, programme or service activity. An example is NHS Health Scotland’s work on outcome planning and evaluation. <http://www.gov.scot/resource/doc/175356/0116687.pdf>

³⁶ Developed to support innovation development to guide adaptation to emergent and dynamic realities in complex environments

³⁷ <https://placestandard.scot/>

³⁸ A practical assessment and planning tool for community capacity building in Scotland. <http://www.scdc.org.uk/what/building-stronger-communities/>

³⁹ <http://www.altogetherbetterwestcheshire.org.uk/>

business cases for each community initiatives based around themes, e.g. aging population and healthcare⁴⁰. They applied a cost-benefit analysis⁴¹ projecting the current measures and trends forward or changing outcomes, which emphasized that change was needed to for the NHS to cope with future demands.

Collective Impact

Focusses on the coordination of the impact of different organisations to tackle complex problems. The development of common outcomes, common measures and agreed coordinated activity are central to success. Agreeing measurement processes improves: data quality; tracking progress; collaboration and coordination; adaptive learning; and, can catalyze action.⁴²

Social Value Portal and HACT

Social Value Portal is a UK based Social Enterprise that measures and manages the social value of an organization as per the Social Value Act. They quantify the non-financial and financial data of 'doing good' in the community. Likewise, HACT provides social value measurement and analytic services, particularly around housing issues.⁴³

Measuring the impact of local procurement.

The Centre for Local Economic Strategies (CLES) has been working with Preston City Council to harness existing wealth through procurement undertaken by anchor institutions for the economic, social and environmental benefit of its local economy and communities.⁴⁴

Preston is now the lead partner for the European Union's URBACT III Programme network, Procure. The network of 11 EU cities share knowledge and learning regarding procurement.⁴⁵

Procurement in Scotland

Scottish Canals promote a model of ethical procurement that delivers best value while promoting and developing relationships across its supply chain.⁴⁶

Other questions to consider:

- **What is needed for greater cohesion in measurement of PBW; or is this variance necessary for approaches that are truly bottom-up and community driven?**
- **Is convincing people of the use of PBW just a problem of evidence, or is there psychological resistance to be overcome?**

⁴⁰ <http://www.altogetherbetterwestcheshire.org.uk/wp-content/uploads/2012/10/Ageing-Well.pdf>

⁴¹ Measured by forecasting the spend (based on current cost) that would be needed in the future in the current system according to the population forecast. Used a point prevalence study of two outcomes that could be reduced by changing the system to focus on preventative measures.

⁴² <https://www.fsg.org/tools-and-resources/implementing-shared-measurement>; <https://www.fsg.org/publications/breakthroughs-shared-measurement>; <http://www.successmeasures.org/>;

⁴³ <http://socialvalueportal.com/>; <http://hact.org.uk/>.

⁴⁴ https://cles.org.uk/wp-content/uploads/2017/02/Community-Wealth-Building-through-Anchor-Institutions_01_02_17.pdf

⁴⁵ <https://cles.org.uk/tag/urbact/>

⁴⁶ <https://www.scottishcanals.co.uk/corporate/policy/procurement-and-tendering/>

Annex 5 – 16th January Output – Matrix of Arguments and Counter Arguments for and against PBW.

Concerns/ Reasons against doing PBW				
Inherent issues with working in a place	Misconceptions or assumptions	Collaboration	Lack of organisational capacity	Personal concerns
There is no agreed definition of place (political/cultural boundaries and connections) It's complicated and messy There's no 'one way of doing' which means outcomes are often not comparable Badly conceived events and broken promises sap communities' energy "I don't feel like I belong anywhere"	Wide distribution of poverty; "it's about economics not places" Fairer to support everyone, otherwise it's a postcode lottery People don't know what they want and need, or are too apathetic It never works; "you're still talking about the same communities years on" Wrong to group people by place and not identity; travellers are not tied to one place It's inefficient- should look at effective and	Shared budgets are just a pipedream due to governance restrictions and accountability Lack of control Lack of trust; if no one person or organisation is responsible or held accountable then how will anything get done? Risk- what if others drop out?	It's too expensive and services are facing cuts already It takes too long Don't have the right staff or skills Don't know how to go about it Don't want to waste time or resources Don't want to lose best people in a team to a side project Venues; cost and availability of may be a barrier to engaging community Bureaucracy can't match the pace of change in the world	Need to spend my time doing my job, not adding extra responsibilities or wasting time Personal risk vs reward- will I get credit for success (if it's a collaboration) or equally will I be held accountable for a failure? Fear; this approach could lead to mistakes. I don't want to offend, presume or miscategorise people. Fear of unfamiliar people and places and ways of doing. I don't know how to handle the difficult people I don't want to address my own poor behaviour or my privilege or the issues in the system (that I am a part of).

	efficient methods such as central planning			
Counter-arguments				
Inherent issues with working in a place	Misconceptions or assumptions	Collaboration	Lack of organisational capacity	Personal concerns
Focus should be on the good outcomes, not on definitions A story to engage with; positive change situated in and being driven by a community	Everyone has something to share or to give to improve their life or community	Risk can be shared and vulnerability recognised between collaborations Success can be shared too!	Opportunity to use digital connectivity to unlock resources where people are (might reduce urban drift) It's too expensive <i>not</i> to do it; for the services and community.	PBW and community empowerment is the way the world is going and it's time to adapt old ways of governing as there's not enough money to continue There's a political shift happening that's looking for a new direction. Use these moments of opportunity.
What's needed to convince others				
Evidence	Community	'A way of Doing'	Skills	Political Weight
Economic reason for working in place; preventable spend and local wealth building; sustainable supply chains and procurement Socially valuable outcomes	Empowerment; allowing communities to lead Awareness of the importance of relationships and inspiration	Coherence about method Clarity around measures Good examples (mentioned Eyemouth and Kingsmill, Fife and more resilient communities)	Facilitation Engagement Communication and knowledge sharing Knowledge of communities	Scottish Government leading; inclusive growth needs more embedding with MSPs and economic civil servants Need quick wins and buy-in

Greater community development and engagement A way of packaging community development with economic measures in a way that they aren't in conflict	Appreciating people's strengths Quick wins at the beginning Understanding that 'expertise knowledge' and data is not the whole picture within communities	Acknowledge mistakes and learn from them Where we start is not about where we finish Clarity about the role of the private sector, and engagement with them	Connectors to increase value and make new opportunities Resources are needed	Opportunities to brief or explain the benefits to those with influence and to counter misconceptions Networks of those prepared to "just do it" Places that make sense to do it in Need a story that is not just about cost effectiveness, need to show the other positives so people will stick with it even when cheaper options arise
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Annex 6 –25th January 2018, Pre-reading Place Principle

A principle for taking a place-based approach

We recognise that:

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

The principle requests that:

All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

We commit to taking:

A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

The rest of the pre-reading for the 25th of January is set out on pages 5-6 above.

Annex 7 – 15th February Pre-reading: planning for the 27 March Event

What we are Doing on Thursday; What are we Doing on the 27th March

Thursday afternoon is likely to be the last meeting of the Place-Based Approaches Group as it is presently constituted. Thank you, everyone, for contributing so fulsomely and honestly to the process we have been working through. We have enjoyed the journey to date, and intend that Place-Based work gets a boost from all that has been contributed.

Our meeting at Central Hall, Thursday 15th⁴⁷, will explore how we will engage a larger group to form a Place-Based movement for Scotland, the initial focus of this will be the final meeting on the 27th of March of this project. This will be with a larger grouping of around 50, and including as many of yourselves as can come.

Because we are throwing our net wider, we inevitably must cover some of the same ground. We are also needing to persuade and build trust in the purpose of the work more quickly than we have been able to with yourselves.

And because we are getting one shot at that, we want to rehearse the approach with you to tease out the flaws and gaps. It is also another chance for us to gather some more information about Place-Based work in Scotland, and you, your organisation and network's location in that landscape. Because we have been working together, and we are a smaller ensemble, we have compressed a full day into a little less than a half-day.

We will begin by discovering what (remaining) questions you have about Place-Based working, and what you would need to have those answered. The next part of the day is literally mapping Place-Based work in Scotland, including tagging the map with the different nature of Place-Based Approaches. We are testing whether our tagging system works with you.

We are then going to ask you to consider yourself, your organisation and networks, and what needs to be done to establish a Place-Based 'movement' and community of practise. This is the essence of what we are intending to achieve on the 27th March – agreement about how to proceed in strengthening Place-Based work in Scotland, with commitments made to do that.

There are two pieces being commissioned and will be ready to inform the 27th March. We are obtaining a think-piece on measurement, distilling down the questions and possible solutions to the measurement issues that Place-Based working presents. We are also going to undertake case-studies of a handful of Scottish examples of Place-Based work to inform what is good practice, and these will also be referenced against good practice in the rest of the UK and internationally.

The mapping, measurement and case-study work are all informed by the inimitable quote, probably from William Gibson:

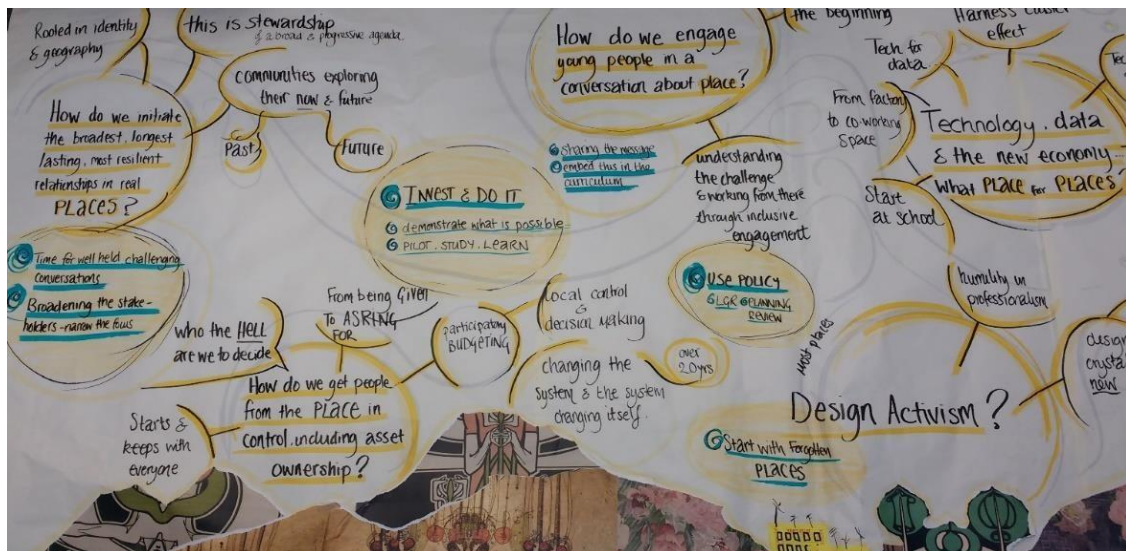
'The future is already here – it is just not very evenly distributed'⁴⁸

⁴⁷ Central Hall, 2 West Tollcross, Edinburgh, EH3 9BP. 12pm for buffet lunch, 1-4pm for the work.

⁴⁸ William Gibson is author of *Neuromancer*, which 'gave birth' to the Matrix films. The origins of the quote are unclear, as is its first usage: <https://quoteinvestigator.com/2012/01/24/future-has-arrived/>.

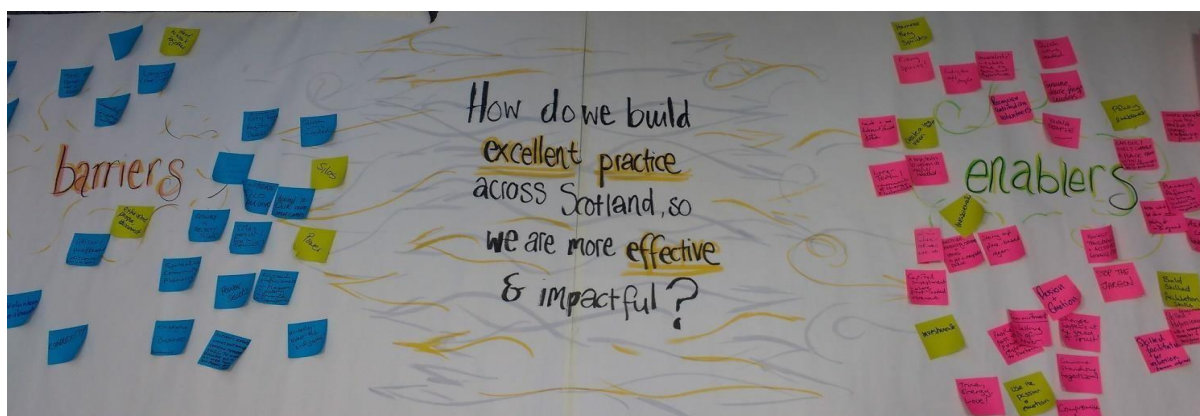
Our task is to increase and even out the distribution. This will be done through increased coherence and awareness of what Place-Based work can achieve and establishing the relationships of trust and interdependence that will can enable this to occur.

Annex 8 – Emerging Themes and Tables from 27th March Event Report



Discussions on the 27th March event centred around these emerging themes:

- Re-imagining Places: places were often designed around industries that are no longer there. A 10-20-year time frame is needed to enable real sustainability of places around a new vision, and to counter short electoral and funding cycles.
- Broadening Stakeholders: a wider range of voices are needed – private businesses, young people and seldom heard groups.
- Simplification: the language we use to talk about place-based working can be too dense and jargon-filled to be easily understandable.
- Skill Building: facilitation and brokering are needed to enable people to have better conversations across sectors and with communities.
- Behaviours: greater transparency; collective prioritisation; and sharing accountability and ownership are needed.
- Policy: balance is needed between making use policy and not being narrowly focussed on policy. Opportunities like technology and broadening stakeholders that are equally important.
- Role of Funders: these organisations play a unique role, especially in terms of driving the reporting of outcomes and measures of place-based work.
- "Just do it": the development of test-sites for collaborative place-based initiatives to be implemented, studied and measured is needed.



Visual scribing of the open space feedback session by Linda Hunter

Table 1 Discussion of barriers to place-based working

Hard to work together	Silos	Power	Exhausted, disconnected people	Measurement is hard	Policy Context
We're not good at listening	Organisations looking at own aims, not the overall vision of a place	Power 'seats' and power dynamics	There is a citizen-professional disconnect-we are both.	Difference between what's easy to measure and what's important	Tension between electoral cycle timings compared to time needed for transformation
Myths are bought into and not always critically assessed	Resources are often distributed on a 'project' basis, not pooled across place or in hands of the people	Are there resistant professions? Planning, property, finance, transport	Volunteer exhaustion-how do we sustain it?	Real change takes a long time but we also needs short-term, noticeable changes to build momentum	Funding cycles are short term
Need more accessible language and less jargon	This behaviour is persistent despite identified disadvantages	Uncertainty about our end-game. Why are we here? What is the point? What are the priorities?	Complexity of the situation	No well-known measures of collaborative work to make the case	Tension between spatial vs community planning
Compromise is inevitable (but do communities bare this to a greater extent?)	Bound to own organisation's outcomes and reporting methods	City Region Deals-example of opaque process with no community engagement	Are activists unintentionally denying themselves access to the wider dialogue?		Differing policy objectives and pressure on the government to demonstrate their measures
	Need our collaborations to include private businesses		Poverty, deprivation and unbalanced skill sets depending on what place you live in		Don't have an awareness of the impact when we deinvest

Table 2 Discussion of enablers of place-based working						
Harness Fiery Spirits	Create a long-term vision	Build skills in facilitation	Use Passion and Emotion	Measurement	Policy Enablement	Investment
Finding the right people; passion and energy; willing to pass on power and responsibility	Creating a more coherent movement of change towards a sustainable future	Recognition of skilled professionals with a connector and facilitator role	People are ready; there is an acknowledgement of problems in system; the planets are aligning. Use this energy	Need to be measuring outcomes and collecting stories to get a complete picture	Use the Christie Principles as a reference point, structure for change.	Capital investment- with front-loaded revenue
Strong leadership and 'system fixers' (generalists), with the desire for this work	Simplification. It's about people and places. Deconstruct tools and talk to the people.	Use this skill for inclusion and healthier processes; across sector issues, and with communities.	Rich heritage to draw upon; people's pride in place	Collective and Individual narratives in an area to understand what's going on in a place	Agreed Local Governance and help create flexible system of governance	A place can only change from within- outside practitioners need to enable locals to do it
Recognition of contribution by volunteers	Quick wins are needed; also medium and long-term wins over 10-20 years	Honest, transparent and accessible conversations	"Change happens at the speed of trust"	International learning from others to get inspiration and share learning	Potential of the planning reform to bridge gap between spatial planning and enabling community	
Young people are key to a new culture of collaboration	Genuine standing together and commitment to letting go of power	Mediate the top down and bottom up processes as they meet in the middle	Seize what can be done now in policy and on the ground		Frontloaded 'Inclusive Engagement' agreement	

Table 3 Open Space Session			
Open Space Questions	Insights	What needs to happen next?	Questions
Initiating Resilience	Rooted in the identity and geography of places Needs to be a stewardship of a broad and progressive agenda with communities exploring their 'now' and future Need a proactive approach (not reactive) to establish a governance model which is designed for flexibility in the future	Time and space for challenging conversations: find trust in neutral, common place Broadening the stake-holders, while perhaps narrowing the focus of the LA role Test sites: where locality testing and funding is looked at over a longer model to test our learnings and create a resilient model	Do we need a special type of worker? A mix of broker and facilitator? Do we need to narrow and refocus LA roles from deliverers to facilitators? Do places need to justify their futures?
How do we get people from the place in control? (including asset ownership)	Flip the power: arrogance in the idea of 'community empowerment' who are we to decide that? Professionals are also part of communities Educate community as to what is on the table and use tangible projects to drive energy It's about ownership; involve everybody, trust communities with resource and trust communities with decisions of what and how to measure Role for enablers and those with power; to step back, take away barriers and help with tasks some communities don't have the skills for yet	Demonstrate what is possible by piloting a deeper place-based initiative, invest, study, learn. Towns, villages, rural and urban. Put two projects in each. Need to support pioneers in Urban Community Land Ownership Enabling policies: Local Governance Review; Planning Reviews; CPPs and LOIPS Participatory budgeting; tools like this need to be mainstreamed and kept away from tokenistic space Change the timeframe. 3 year vision replaced with 20 year vision	Do we support the outliers, change the system, or both at the same time?

How do we engage young people in a conversation about place?	Embed this in the curriculum. Citizenship outcomes produced by young people; give them the opportunity to problem solve and think about sustainable solutions Allow barriers and enablers to inform and change our work. Need to accommodate more groups taking part, including seldom heard voices	Identify and reduce barriers to entry. ‘Just do it’, demonstrations; young people cocreating, designing and delivering from the on-set (not just included near the end) Getting citizenship outcomes (produced by young people) out to a wide range of stakeholders including teachers (CPD)	Is the internet a place, a community? Will young people merge physical and technological spaces?
Design activism	Most places evolved around industries which don’t exist anymore- these places need reimagining. Co-creating and participatory design could address wider issues of concern around housing, high streets, circular economy, local production supply chains Create conditions for communities to take control of possibilities and allow culture and identity of a place to emerge	Need to take advantage of Government initiatives such as Place Standard and Making Places programme. ‘Stalled Spaces’= allow for spaces for design activism to happen (community gardens, open spaces, buildings) Reactivate derelict and abandoned space and stimulate new services and enterprises It’s about bringing professional skills to help with practicalities, mixed with humility	Do we start with forgotten places or all places?
Technology, data and the new economy... what place for places?	Tech can facilitate and connect place. It allows scaling up and joining-up of people Opportunities for evaluation and data collection	Invest in making tech work for place Consider how to replicate cluster effects (geographic concentrations of interconnected partners) and sharing economies in a way that would benefit society.	Is there a way to use sharing economies for good of society, not just leaving it to Air BnB and Uber?

	Move away from the factory to the coworking space, use disused buildings		
How to change decision-making around resource allocation?	Making the invisible visible: decisionmaking bodies and their processes should be transparent, to those involved and outsiders. Collective prioritisation (not individual) A new understanding of accountability and shared ownership	Mandate change to investment process with an instructed approach taking account of the place Offer joint skills development and shared lessons to 'professionals' and communities Prioritise our effort and focus for action, where the energy is	
How do you generate a movement that lasts?	This is not the start of a movement, it's a continuation or joining up of movements More clarity is needed about Corra's convening role for the next 6 months Build the DNA, don't just 'do' without thinking and planning. Need to consider what roles are needed and who is involved	Need to set up the infrastructure; this involves finding a network of organisations and people; facilitating or stewarding the process; collaboratively making decisions around governance Leverage additional resources Connect our narrative into Scotland's history and the global zeitgeist	Skills is a key building block- what do we want and need? Role of catalyst; connective tissue to host and bring together key partners?