Appendix 3.1

The MCTs

MCTs, then, are often hybrid and the almost accidental progeny of the antecedents discussed. In this section, we analyse the six shortlisted MCTs according to the features discussed earlier: history and development of MCT, dimensions, comparators, communication and how deployed.

Building for Life

'Building for Life' (BfL) was set up by 'Design for Homes' as an awards scheme that aimed to campaign for better housing design. 'Design for Homes' is a company "set up in 1999 to replace the Royal Institute of British Architects' Housing Group as a voice for design in the residential sector… (it) exists to facilitate improvements in design practice" (Design for Homes 2009).

Over a number of years, a partnership was developed between 'Design for Homes', Commission for Architecture and the Built Environment (CABE), the government's campaigning organisation for improving the quality of the built environment, and the Home Builders' Federation (HBF). By 2009, BfL's 20 criteria had become "the national standard for well-designed homes and neighbourhoods" (Commission for Architecture and the Built Environment 2009a). Apart from the Awards scheme and the National Standard, 'Building for Life' also refers to the partnership between CABE, and 'Design for Homes', and the HBF.

From an Awards scheme with a campaigning slant with a growing profile, BfL has expanded into:

A national standard with some teeth through the planning system and against which local planning authorities' performance is measured through the Annual Monitoring Report to the Department for Communities and Local Government (CLG).

A national standard that local authorities are encouraged to include as statutory planning policy on design quality, and thus becomes the substantive points around which design issues in residential scheme are negotiated.

A national standard that is adopted by the Homes and Communities Agency (HCA) for assessing proposals put forward to them for funding.

A standard that, if it is to be met in official capacity, must be assessed by persons accredited by CABE.

A benchmark against which to carry out studies of housing design quality (the National Housing Audit)

A set of 20 criteria that is used for training non-design qualified built environment professionals such as housing development officers or planning officers.

Dimensions

Each of the 20 BfL dimensions is set out as non-technical questions, which, if answered, will demonstrate principles of how housing can be designed to a high standard. Each

dimensions comes with a short descriptive text that elaborates on what the assessor should look for, either in a completed building (which was the original use of the dimensions as an award assessment tool), or in the documentation for a proposed scheme. More recently, the Building for Life website (Commission for Architecture and the Built Environment 2009b) and literature has also incorporated case studies which further demonstrate some of the principles.

FIGURE AP3.1.1 BFL DIMENSIONS AND DIMENSIONAL CATEGORIES

Level 2		Level 1
Character	1	Does the scheme feel like a place with a distinctive character?
Character	2	Do buidlings exhibit architectural quality?
Character	3	Are streets defined y a well-structured building layout?
Character	4	Do the buildings and layout make it easy to find your way around?
Character	5	Does the scheme explit existing buildings, landscape or topography?
Roads, parking and pedestrianisation	6	Does the building layout take priortiy over the roads and carparking, so that the highways do not dominate?
Roads, parking and pedestrianisation	7	Are the streets pedestrian, cycle and vehicle friendly?
Roads, parking and pedestrianisation	8	Is the car parking well integrated and situated so it supports the street scene?
Roads, parking and pedestrianisation	9	Does the scheme integrate with existing roads, patrth and surrpunding development?
Roads, parking and pedestrianisation	10	Are public spaces an pedestrian routes overlooked and do they feel safe?
Design and construction	11	Is the design specific to the scheme?
Design and construction	12	Is pbulic space well designed and does it gave suitable managfemnt arrangements in place?
Design and construction	13	Do buildings or spaces outperform statutory minima, such as Building Regulations?
Design and construction	14	Has the scheme nade use of advances in construction or techniolo that engance its performance, quality and attractiveness?
Design and construction	15	Do internal spaces and laoyu allow for adptation, conversion or extension?
Environment and Community	16	Does the developem et have easy acces o public transport?
Environment and Community	17	Does the development have any features that reduce its envirobmental impact?
Environment and Community	18	IS there a tenure mix that reflects the needs of the local community?
Environment and Community	19	Is there an accommodation mix that refelcts the needs and apsriations of the local community?
Environment and	20	Does the development provide (or is it close to) community facilities,

| Community | | such as school, parks, play areas, shops, pubs or cafes? |

The dimensions are grouped into 4 categories.

It is possible to get single figure to sum up the result of a BfL assessment, in the form of points out of 20. 14 points is a silver standard, 16 a gold. As the tool was adjusted to simply an award assessment scheme to a national standard, some aspects of its scoring was modified.

BfL is not always used as a whole package, especially when its principles form the basis of training programmes. It is sometimes used in conjunction with other MCTs to provide standards across a wider range of public space issues than just 'space between buildings in residential developments'. For example, in the case of the City Council, BfL is used in conjunction with Manual for Streets, another national standard which provides more detailed guidance for street design, as the core of their public space design standards.

Comparators, communication and how deployed

While it is possible to compare the scores from one scheme to the next, using the x out of 20 format, there is no protocol to increase the direct comparability of the schemes. However, such broad brushstroke comparators are useful for very succinctly summing up the justification for an award decision (for which the 20 criteria was originally designed).

Indeed, while there is the benchmark as comparator at the inter-dimensional level, and the 1 or 0 (and more recently, the 0.5 point) at the dimensional level, what is rather more useful is the discursive descriptions for each principle. These are comparators in their own right, even if they do not take the form of numbers, but of text, because they are the feature that enables users of the tool to assess and thus 'make sense' of a particular aspect of the housing scheme's design. Indeed, these comparators are built into the design of the dimensions.

The most language of communication is both numerical (x out of 20) as well as discursive (the explanations given by the assessor for the reasons for the scoring of the scheme). As hinted at, the former is useful to quickly sum up an overall picture, and this is much used in performance measurement (e.g. AMR, or assessing for planning purposes). However, the latter is extremely useful too, because it enables negotiators to communicate with each other, by focusing attention on the same few issues, using the same terms, to ensure that all parties have purchase on the issues. It is this characteristic that really enables sense-making to be sufficiently rich, so that people can really shape their built environment. As we have been discussing, BfL provides a very simple x out of 20 summing up, with silver and gold standards. This is mainly useful in a limited way, but can be powerful argument especially if the benchmarks are endorsed as national standards.

As BfL's profile as a national standard increases, so too efforts to control its use, at least as an assessment tool whose results have consequences (such as funding from HCA or planning permission being granted on the back of the result); a standard needs credibility. Central government has funded BfL training for local authorities, and CABE has been working to put an assessor accreditation process in place. This means that the 'sampling' / 'data collection' and 'comparison' conditions in instances of BfL use where the results have consequences are more controlled, through facilitation by CABE-accredited assessors. As already mentioned, BfL use is now compulsory in some assessments that matter, for example, for a scheme to be funded by the HCA, or for obtaining planning permission where a local authority has adopted its principles as a planning standard. Obversely, funding and planning permission act as incentives to meet those standards.

The two level operation of BfL (hard score and soft discussion) enable several possible dynamics of sense-making around its use. The former encourages a 'beat the minimum' approach, the latter can be seen as positive in fostering engagement (e.g. BfL used as a way of getting people to really understand design principles), or as negative, where it is seen as subjective, and therefore fails to give a definitive answer to decisions that would be a lot easier with one and may be open to challenge (e.g. should we give funding, should we give planning permission). Together with the associated consequentiality, this two level operation creates potential for the scope of negotiating the quality of design up to the hard standard, although once that standard is reached, the incentives cease to operate.

In a city council that was studied, the BfL is used in conjunction with Manual for Streets to provide a set of overall guidelines for delivering public space in residential developments. Here it is used technically and politically. It is used as a technical instruction tool in another case, to train housing development and planning officers. It is less often used managerially.

Community Street Audit

Community Street Audits (CSA) were developed by Living Streets, formerly the Pedestrian Association and "are a method for evaluating the quality of public space – streets, housing estates, parks and squares – from the viewpoint of the people who use it, rather than those who manage it" (Living Streets 2002). The rationale behind its design is best described by one of its designers:

 "a two-way process: on the one hand it is about giving people the opportunity to communicate what they think about the public space that they use, and how it might be improved, but it's also about giving those people a better understanding about how it works because… how public space works is very complex. One of the real challenges is to encourage people to look at their own public space critically… We were looking for

something that gave people the tools to analyse and understand how their public space works… (and) broadening that perspective… (to enable) the general public to understand the technical aspects of it a bit better, and to allow the recipients of the end report, who are usually the engineers and council officers, to have a more rounded sense of how their customers were using that space that they were tending to look at from their own particular professional standpoint….

(It) was crucial… that it should be as accessible as possible. We felt the way to do that was through conversation, which is the most intuitive way for people to communicate, to understand each other and to get ideas across in both directions, and that that dialogue should take place on site. We found many times that when you talk to people remotely about the space, they bring their own inevitably imperfect perceptions of that space with them, whereas if you're actually standing with them in a space, you can assess it as you go….

That was really what street auditing for us was all about – an educational process for locals, and an educational process for people who manage the space that those locals were using" (IN33 r AC6).

<u>Dimensions</u>

It is at level 2 that the multidimensionality is clearest in the CSA: there are 8 'audit categories'. At level 1, in the DIY version, there are at least 60 questions that can help users think through issue although they are not set out strictly as dimensions. The language is jargon-free, designed for general public use.

Figure AP3.1.2 CSA dimensions and dimensional categories

No	Level 2	No	Level 1 (lowest poss)
1	Footway surfaces and obstructions	1	Quality and mix of materials
1	Footway surfaces and obstructions	2	Are footways in good condition
1	Footway surfaces and obstructions	3	Inspection and hole covers
1	Footway surfaces and obstructions	4	Is street furniture well-positioned? Poitsioning, alignment and condition of street furniture
1	Footway surfaces and obstructions	5	Temporary obstruction including cars, advertisingboards, shop front displays and road works.
1	Footway surfaces and obstructions	6	Is there problem with poor drainage and standing water after rain?
1	Footway surfaces and obstructions	7	Are dropped kerbs fully flush?
1	Footway surfaces and obstructions	8	Could some street furniture be removed?
1	Footway surfaces and obstructions	9	Do shop-front displays get in th way?
1	Footway surfaces and obstructions	10	Are cross overs well installed?
2	Facilities and Signage	11	Toilets
3	Facilities and Signage	12	Benches
4	Facilities and Signage	13	Litterbins
5	Facilities and Signage	14	Lighting
6	Facilities and Signage	15	Trees
7	Facilities and Signage	16	Do direction signs point to major destinations?
8	Facilities and Signage	17	Signs - are street nameplates provided on every corner of every junction?
3	Maintenance and Enforcement Issues	18	Is street cleaning adequate
3	Maintenance and Enforcement Issues	19	footway cleanliness
3	Maintenance and Enforcement Issues	20	Are footways well-maintained?
3	Maintenance and Enforcement Issues	21	Flyposting and graffiti
3	Maintenance and Enforcement Issues	22	Are parking controls properly enforced
3	Maintenance and Enforcement Issues	23	Is overhanging foliage cut back properly?
3	Maintenance and Enforcement Issues	24	Is there a prolblems with footway cycling?

No	Level 2	No	Level 1 (lowest poss)
3	Maintenance and Enforcement Issues	25	repair and patching
3	Maintenance and Enforcement Issues	26	Litter
4	Personal Security	27	Lighting levels
4	Personal Security	28	Sightlines
4	Personal Security	29	Natural surveillance
4	Personal Security	30	anti-social behaviour
4	Personal Security	31	escape routes
4	Personal Security	32	Do some places have a reputation as dangerous places?
5	Crossing points and desire lines	33	Formal crossings
5	Crossing points and desire lines	34	Informal crossings
5	Crossing points and desire lines	35	consideration for desire lines
5	Crossing points and desire lines	36	Is provision for crossing appropriate for the numbers crossing and the prevailing traffic conditions?
5	Crossing points and desire lines	37	Do light controlled crossingstimings expect too mich patenticve from pedestrians waiting to cross?
6	Road layout and space allocation	38	Do people on foot have at least enough place to cope with peak pedestrian flows?
6	Road layout and space allocation	39	Does the road layout fairly reflect the conflicting needs andvolumes of different user groups?
6	Road layout and space allocation	40	IS there any 'dead' carriageway spaces that coul be usefully reallocated to pedestrains?
6	Road layout and space allocation	41	Are footways wide enough to comfortably accommodate wheelchair users nad people with babybuggies, delivery carts and shopping trolleys?
6	Road layout and space allocation	42	Are cyclists riding on the footway due to inadequate provisiotn for them on the carriageway?
7	Aesthetics	43	Beauty and interest
7	Aesthetics	44	public art
7	Aesthetics	45	Fountains
7	Aesthetics	46	Statues
7	Aesthetics	47	green space
7	Aesthetics	48	Noise
7	Aesthetics	49	smell
7	Aesthetics	50	Ugliness
7	Aesthetics	51	has thought gone into the use of street furniture and paving materials, or is it mismatched and thrown together?

No	Level 2	No	Level 1 (lowest poss)
7	Aesthetics	52	Is local distinctiveness recognised and reinforced?
7	Aesthetics	53	Are the street fontages filled with variety and interest?
7	Aesthetics	54	Are views to distant landmarks celebrated or ignored?
7	Aesthetics	55	Are benches positioned to make best use of the sun?
8	Traffic	56	Does traffic intimidate and endanger?
9	Traffic	57	Are traffic speeds too high, bearing in mind the uses of thhe street?
10	Traffic	58	Are levels of permitted parking appropriate for a particular streetscape?
11	Traffic	59	Do parked cars obstruct sightlines?
12	Traffic	60	Traffic volume?
13	Traffic	61	Air pollution
14	Traffic	62	Noise
15	Traffic	63	smell

There is no scoring, aggregating or weighting of the results. Instead, conclusions are drawn interpretively. The dimensions and audit categories form the basis for indepth discussion and observation of pedestrian environment. Some form of understanding has been struck up between Living Streets and TRL to promote the use of CSA and the more technical Pedestrian Environment Review System (PERS) together. PERS is a more technically demanding tool, producing numerical scores for technical highway design issues.

Comparators, communication and how deployed

The comparators are simply within the wording of the questions that enable focus and thinking about observations of the walking environment in the right way.

The communication is entirely contained within a report. There is no inbuilt facility for graphic or numerical reporting. If professionally carried out, then this report is likely to be very detailed, but DIY audits will usually also produce some form of report or presentation.

There is no 'control' by Living Streets through restricted facilitation; Living Streets encourages all to use it, either independently via DIY audit, or professionally, where Living Streets consultants will conduct the Audit. In the DIY version, data collection, comparison and communication / reporting of results is facilitated only by written guidance, available from Living Streets. In this case, the local people conducting the Audit are the data collectors, with their own background knowledge and the physicality of the location being the 'data'. In the professionally conducted version, the Living Streets facilitators can be considered the 'data collectors' and local people taking part in the audit are as much part of the data source for them as is the physicality of the location.

Sampling: effectively, the data sources are a combination of local audit participants and the actual spaces / walking environment being audited. Clearly the selection of persons to go on the audit will potentially have a major impact on the audit results. The official Living Streets guidance encourages a representative range of participants but provides no detailed specifications on selection. There is no formal access control to taking part in an audit, all are welcome. CSA is a consultation and engagement method and is not formally tied to any incentives. However, it can be used in an argument for funding, for example.

The design of the CSA is very much as a 'learn-to-observe' exercise, which is a non-adversarial mode of engaging people from across the stakeholder spectrum. The CSA is designed to be deployed at an early stage to understand an area's pedestrian environment better, but is not too 'technical' about it. In our two Solution Networks which deploy it, the CSA was used to draw out concerns about the pedestrian environment from users, and also to engage them and bring them on board to possible changes at an early stage.

Market Town Healthcheck

The Market Town Healthcheck (MTH) originated with the Countryside Agency, and now 'owned' by Action for Market Towns. "A MTH is a series of worksheets and questionnaires, deigned to prepare communities for the production of an effective Community Strategic Plan, by showing how they can:
Assess the current state of a town's economy, social well-being and environment
Collate the facts and figures the Plan will need
Explore the links between issues affecting the overall quality of life
Use the Healthcheck to support funding bids and / or to monitor progress" (Market and Coastal Towns Initiative for the South West 2009)

It differs from audits and surveys that focus narrowly on town centre activities, being much broader and enables people to look at a wide range of connected issues that affect their quality of life (Action for Market Towns 2005).

The MTH is at the limits of what is to be included in this study:
No dimensions are specified, although the 'topic areas' of 'economy', 'environment', 'social and community issues' and 'transport and accessibility' are
The subject areas covered are incredibly wide, and can encompass lower level MCTs (eg LEQS) within it. It looks at more than public space services or public space *per se*, but most of the issues addressed with both affect and are affected by the quality of public space.

Dimensions

There are in fact 2 parts to the Healthcheck which involves multiple dimensions. The first is the 'snapshot' of the town and surrounding countryside, and the second is 'the worksheets'

whose aim is to enable a SWOT analysis on a range of topic areas under the 4 overarching topic areas at the highest level (3): Environment, Economy, Social and Community issues, and Transport and Accessibility. At the next level down, the Healthcheck method requires the use of Worksheets with which to assess the strengths and weaknesses of particular sub-topics; what topics those is again left to the people doing the Healthcheck. The table below provides an example from Surrey County Council of the suggested headings (worksheets) under which data can be collected

While there are generic worksheets that aid Healthcheckers on what sorts of questions to ask, and although there is reference to a Countryside Agency checklist of 202 questions (Towcester Partnership Healthcheck Report 2003) there is no evidence of a published set of 'approved' dimensions from the Action for Market Towns; each town is expected to select dimensions or questions that are most pertinent to their context.

FIGURE AP3.1.3 MTH DIMENSIONS AND DIMENSIONAL CATEGORIES

No	Level 3	No	Level 2	No	Level 1
1	Environment	1	EN1 Character & vitality of the town	not prescribed?	not prescribed
1	Environment	2	EN2 The town & the wider countryside	not prescribed	not prescribed
1	Environment	3	EN3 The environment & quality of Life	not prescribed	not prescribed
2	Economy	4	EC1 Employment	not prescribed	not prescribed
2	Economy	5	EC2 Business support	not prescribed	not prescribed
2	Economy	6	EC3 Training and education	not prescribed	not prescribed
2	Economy	7	EC4 Learning & skills development	not prescribed	not prescribed
2	Economy	8	EC5 Retail & town centre services	not prescribed	not prescribed
2	Economy	9	EC6 Commercial & industrial property needs	not prescribed	not prescribed
2	Economy	10	EC7 Tourism & visitor services	not prescribed	not prescribed
3	Social and community	11	S1 Population	not prescribed	not prescribed
3	Social and community	12	S2 Housing	not prescribed	not prescribed
3	Social and community	13	S3 Health & public safety	not prescribed	not prescribed

No	Level 3	No	Level 2	No	Level 1
3	Social and community	14	S4 Local government & community organizations	not prescribed	not prescribed
3	Social and community	15	S5 Sport, leisure & open space	not prescribed	not prescribed
3	Social and community	16	S6 Culture & heritage	not prescribed	not prescribed
3	Social and community	17	S7 Community Legal Service	not prescribed	not prescribed
4	Transport and accessibility	18	T1 Ease of travel to and from the local areas	not prescribed	not prescribed
4	Transport and accessibility	19	T2 Ease of access to services	not prescribed	not prescribed
4	Transport and accessibility	20	T3 Ease of movement around the town	not prescribed	not prescribed

(example from Surrey County Council's suggested worksheet titles, Surrey County Council, ud)

No prescription, but the expectation is that Healthcheckers will come up with weighting if they deem it necessary. There is no ready-made facility for summing up or aggregating findings although it is again up to those carrying out the Healthchecks.

Comparators, communication and how deployed

The language of comparators is unprescribed, Healthcheckers can choose to use open ended or close ended questions to put to.

Any that the Healthcheckers deem appropriate. There is no formal aggregation facility across all the worksheets.

Healthcheck users have a great deal of autonomy to modify the detailed conduct and content of the Healthcheck. Some county and district councils provide support for towns doing the Healthcheck, and the AMT provides regional co-ordinators to support Healthcheck activity. While much of the legwork is done by groups of volunteers brought together into a 'market town partnership', a project co-ordinator is often appointed.

In effect, the Healthcheck is a data collection and SWOT analysis process that leads to the narrowing down of options, but one in which every stage is conducted by the partnership, and consulted on with a range of stakeholders. Its credibility and acceptability is rooted in the full engagement of the community in the process.

Sampling: in any given Healthcheck there is likely to be a range of sampling methods reflecting the specific locality's needs and through the data collection methods deployed,

and this is decided in consultation with the Healthcheck partners. Healthcheck results do gain credibility if the sampling can be demonstrate to be robust (representative or large sample).

The ideal is to involve a representative sample of the community in the data, but in practice, simply 'the more involvement the better' is really the aim. The point is to get people to feel that they have 'had a say'. Unlike tools that assess for achievement of standards, the Healthcheck is really to understand how people perceive issues that a town faces (through some of the worksheets), and also to find out what the issues really are (through the 'snapshot' and the some of the worksheets)

The Healthcheck process consists of a whole range of data collection and collation encounters, and the dynamics would be varied. In terms of how the findings are presented, or how the partnership is run, as already mentioned, the community-led nature that the Healthcheck encourages enhances the acceptability of the result. The example of Solution Network B is instructive: here, the district council saw the value in a truly hands-off approach, which enabled 1) the local people involved in the partnership to really take ownership of the process and results and 2) the council to really demonstrate that they were not covertly influencing the results.

The MTH is potentially a meta-MCT; it can subsume other more detailed or technical MCTs and make use of their final results (although there was no evidence of this in our cases). The Healthcheck results are broad and general, so do not usually provide technical or even managerial evidence. In thoroughly conducted Healthchecks, they come into their own as indicators of the preferences of local townspeople, mainly because they are community-led processes, and they often involve a large number of respondents.

LEQS

The Local Environment Quality Survey (LEQS) protocols are 'owned' by 'Keep Britain Tidy' (formerly ENCAMS) and have been developed in conjunction with consultancy work done by ENCAMS between 1989 and 1999. LEQS has become agreed protocol for reporting on "a set of key indicators that would give a reliable and easily understood benchmark of the state of the physical environment". It is a highly specified protocol accompanied by a detailed recording system utilised by trained staff is used to literally count the occurrence of rubbish and other undesirable detritus. The results are collated and aggregated into a measure of 'Local Environment Quality'" (Carmona and Sieh 2004 p??).

The LEQS forms the basic protocol for a range of national surveys, programmes and a nationally recognised set of key indicators. The Local Environment Quality Survey of England (LEQSE), an independent review of local environment quality across the country

was initiated in 2001 by the government, and has been published every year since
(ENCAMS 2005). The LEQSE will be the basis for the rest of the discussion of LEQS as
much of the information is in the public realm, whereas the more detailed technicalities
LEQS protocols are not in the public realm, due to intellectual property (IP) restrictions.
However, elements of the LEQS are used as the basis of several versions of national
performance indicators for local authorities to report on local environmental quality to central
government.

<u>Dimensions</u>

FIGURE AP3.1.4 LEQSE DIMENSIONS AND DIMENSIONAL CATEGORIES

No	Level 3	No	Level 2	Level 1 (lowest poss)
1	Cleansing Standards	1	Litter	256 undisclosed dimensions
1	Cleansing Standards	2	Detritus	257 undisclosed dimensions
1	Cleansing Standards	3	Leaf Fall	258 undisclosed dimensions
2	Cleansing Related	4	Weed Growth	259 undisclosed dimensions
2	Cleansing Related	5	Staining	260 undisclosed dimensions
2	Cleansing Related	6	Flytipping	261 undisclosed dimensions
2	Cleansing Related	7	Waste Placed Out	262 undisclosed dimensions
2	Cleansing Related	8	Flyposting	263 undisclosed dimensions
2	Cleansing Related	9	Graffiti	264 undisclosed dimensions
3	Highway Infrastructure	10	Paved Areas Obstruction	265 undisclosed dimensions
3	Highway Infrastructure	11	Paved Obstruction No Upstand	266 undisclosed dimensions
3	Highway Infrastructure	12	Channel Obstruction	267 undisclosed dimensions
3	Highway Infrastructure	13	Paved Area Condition	268 undisclosed dimensions
3	Highway Infrastructure	14	Channel Condition	269 undisclosed dimensions
3	Highway Infrastructure	15	Carriageway Condition	270 undisclosed dimensions
3	Highway	16	Road Marking Condition	271 undisclosed

No	Level 3	No	Level 2	Level 1 (lowest poss)
	Infrastructure			dimensions
3	Highway Infrastructure	17	Vehicle Flows	272 undisclosed dimensions
3	Highway Infrastructure	18	Pedestrian Flows	273 undisclosed dimensions
4	Street Furniture	19	Post and Poles	274 undisclosed dimensions
4	Street Furniture	20	Public Signs	275 undisclosed dimensions
4	Street Furniture	21	Other Street Furniture	276 undisclosed dimensions
4	Street Furniture	22	Buildings and Boundary Structures	277 undisclosed dimensions
5	Litter Bins	23	Cleanliness	278 undisclosed dimensions
5	Litter Bins	24	Condition	279 undisclosed dimensions
5	Litter Bins	25	Degrees of Fill	280 undisclosed dimensions
6	Bus stops etc.	26	Litter	281 undisclosed dimensions
6	Bus stops etc.	27	Condition	282 undisclosed dimensions
6	Bus stops etc.	28	Staining	283 undisclosed dimensions
6	Bus stops etc.	29	Flyposting	284 undisclosed dimensions
6	Bus stops etc.	30	Graffiti	285 undisclosed dimensions
7	Landscaping	31	Litter	286 undisclosed dimensions
7	Landscaping	32	Maintenance	287 undisclosed dimensions

Level 3: can be described as group of indicators, level 2 as 'headline indicators' and level 1 as 'subsidiary measures'. There is no weighting of dimensions.

The data is reported in a number of ways. By area or type of land use, results of each headline indicator can be shown to be good, satisfactory, unsatisfactory, or poor, which is the result of the average performance across all transects. Another way of reporting is to aggregate the percentage of transects that fall below a certain standard.

<u>Comparators, communication and how deployed</u>

Comparison across areas and across time are both possible and much carried out. The comparators at the headline dimension level are given by a 16 point cardinal scale. This is achieved through training and mentoring of the 'surveyors' or data collectors, who learn how to identify the 'standard quality interval' (SQI) on the ground. An SQI is defined as: "an interval (measured in terms of quality, rather than time) over which an observant person can reliably detect that a difference in the standard of an aspect of the visible environment has occurred. The scale ranges from +8 SQI (the highest score possible) to -8 SQI (the lowest score possible). At the midpoint, the scale passes directly from +1 to -1, there is no zero point. Each SQI represents a qualitative shift of around 3%."(ENCAMS 2008). If the LEQS is the basis for a standard (e.g. NI195), comparators may be set at a more derived level (e.g. the percentage of surveyed transects that do not meet particular SQI levels).

Easily understood graphic communication is used with many of the LEQS family. For example, the LEQSE reduces the 16 SQI into 4 categories for communication purposes, and these are displayed in colour:

FIGURE AP3.1.5 CATEGORISATIONS OF LEQSE PERFORMANCE

Good (+8 to +5 SQI) by Dark Green
Satisfactory (+4 to +1) by Light Green
Unsatisfactory (-1 to -4 SQI) by Yellow
Poor (-5 to -8 SQI) by Red

The LEQSE results are also displayed in a matrix form, SQI vs land use type (see 'protocols for use' below for a discussion on sampling.

Because this is the basis of national surveys and standards, with major consequences hinging on the results, the sampling techniques are sophisticated to give as representative a sample as possible. For example, for LEQSE, a system of sampling a rotating set of districts across England is adopted, from which 'units of observation' are selected.

The 'unit of observation' is the transect, which is an area of 50m length, and of a width directly observable by the surveyor. Within the selected local authority areas, surveyors will randomly seek to survey a given number of transects from across the 14 standard land use classes, the inclusion of which is, for any given survey, dictated by logistical issues. Effectively, this is a quota sampling approach.

Primary retail and commercial areas
Secondary retail and commercial areas
Transport facilities
High density housing
Low density social housing
Low density private housing
Industry/warehousing/retail sheds
Main roads
Rural roads.
Other highways
Public open spaces
Watersides
Motorways and trunk roads (including slip roads and interchanges)
Railway line sides

LEQS is a technical protocol, access to data collection and comparison is strictly controlled because of IP issues. Keep Britain Tidy continues to generate significant consultancy work by advising and adapting the use of LEQS protocols to a wide range of uses in local environment policy making and beyond. The results however are communicated to a wide audience.

The LEQS has been the basis of local-central reporting since 2003, as Best Value Performance Indicator BV199, and more recently as National Indicator NI195. These were national level performance targets local authorities had to comply with. Where these are linked to targets in their Local Area Agreements, which are local-central performance contracts, the LEQS become the basis of obtaining additional funding from central government, for local authorities. The results of LEQS is used for technical monitoring, but occasionally, when action is required, for managerial and political communication purposes as well, often to communicate to other local authority officers with responsibility for cleaning, and to councillors.

Appendix 6.1

From raw data to Solution Networks, Solutions, Analytical Steps, Key Stories

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
A	1	Commitment to act on the CSA recommendations, culminating in the formation of the Steering Group to deliver on them	"Certainly (the officers) were rail-roaded into (setting up the Steering Group) it by us. However once it got underway, they realised why they were there and that it was part of their remit. I don't think they would have thought of it before" (IN5 r Ac4).	1 The CSA conducted, results made sense of	1 Steering group action	The MCT provided a structure for reporting across the views of many stakeholders, and provided the initial opportunity for learning, initiating the momentum for action.
A	1	Commitment to act on the CSA recommendations, culminating in the formation of the Steering Group to deliver on them	"Certainly (the officers) were rail-roaded into (setting up the Steering Group) it by us. However once it got underway, they realised why they were there and that it was part of their remit. I don't think they would have thought of it before" (IN5 r Ac4).	*0 Steering group set up, purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	1 Steering group action	The MCT enabled the reconfiguration of the processes of public space delivery in the local authority, through the provision of an arena for discussion in which actors could have access to each others' views.
A	1	Commitment to act on the CSA recommendations, culminating in the formation of the Steering Group to deliver on them	"…before the street audit we had a fairly good idea what the access issues were… the street audit crystalised that, set that out in a more formal way..." (IN6 r Ac4).	*2 Consideration of resulting beliefs and courses of action, including setting up Steering Group	1 Steering group action	The MCT enabled the consideration of various options and courses of action by articulating problems and possible solutions in the walking environment. The formalisation of these issues helped prioritise some problems over others.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
A	2	Achieved cross disciplinary stakeholder, less fragmented deliberations within steering group	"The concept is bringing the different contributions together, and spent in a framework / masterplan (which adds up to) sum being greater than individual parts" (IN1 r AC1) "People like ( ) and ( ) have been around for years and in the same department but they have never met each other. One is highways and one is parks... they should really have worked together before... it is quite amazing they have never met" (IN5 r Ac4).	*0 Steering group set up, purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	1 Steering group action	MCTs helped coordination of actions, bringing people and their knowledge together.
A	2	Achieved cross disciplinary stakeholder, less fragmented deliberations within steering group	Typically: the opening up of a wall to access a recreation ground, which involved "liaising with the parks service and transportation on the gate… dealing with community safety…" (IN2 r Ac4). Or: "most of the time there is a padlock that nobody seems to have the key for, although we believe it's somebody on the other side of the [ ] Estate who has the key for it, but nobody was willing to break it, because these days… if you break it,	*2 Consideration of resulting beliefs and courses of action, including setting up Steering Group	1 Steering group action	MCTs helped coordination of actions, bringing people and their knowledge together within the Steering Group, and also provided an agenda for action that was acceptable to a range of stakeholders. .

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			you lay for it. The fire brigade can't use it because it's permanently locked" (DM).			
A	2	Achieved cross disciplinary stakeholder, less fragmented deliberations within steering group	It involved "a diverse group of stakeholders as there was so much to tackle that no particular service group had responsibility for all of it. It was a shared responsibility so we needed to set up a steering group to try to achieve it collectively" (IN5 r Ac4).	*0 Steering group set up, purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	1 Steering group action	MCTs helped coordination of actions, bringing people and their knowledge together.
A	2	Achieved cross disciplinary stakeholder, less fragmented deliberations within steering group	"The fact that they have maintained the steering group, I m very impressed with that" (IN5 r Ac4).	*3 Commitment gradually built up	1 Steering group action	MCTs changed the processes of public space delivery in the local authority, which was permanent. This happened because more people over tijme, became invested in the recommendations of the results of the CSA.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
A	2	Achieved cross disciplinary stakeholder, less fragmented deliberations within steering group	"sum being greater than individual parts" (IN1 r AC1)	*0 Steering group set up, purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	1 Steering group action 1	x
A	3	Obtain or invest resources	"I suppose what the community street audit did was to leverage-in ideas and create momentum" (IN5 r Ac4) "... funding organisations are looking for some sort of business case... It was enough here to use the street audit for pedestrian routes to get the funding	Step 1 Funding application formulated based on agreed fund-seeker beliefs, application made	n/a	MCTs gave funding applicant confidence in the case they were making, ti also enabled the range of stakeholders with common interest to harmonise their positions in view of submitting an application.
A	3	Obtain or invest resources	"It snowballed a little so that kind of funding suddenly appeared and they wanted to target it towards an area where they could make a difference as illustrated through the community street audit" (IN5 r Ac4) "I want you to ring fence it ..." (IN3 r Ac4)	Step 1 Funding application formulated based on agreed fund-seeker beliefs, application made	n/a	MCTs gave funding applicant confidence in the case they were making, ti also enabled the range of stakeholders with common interest to harmonise their positions in view of submitting an application.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
A	3	Obtain or invest resources	I picked it up big time with anyone I spoke to. It was the catalyst to get the funding (IN3 r Ac4). "but I did make great mates with people ... who provided the borough's funding… All I did was to get the guy ... for the walking thing, walked along the area and had a cup of coffee with him. I called him and said I was bidding for this roundabout to be sorted out for pedestrians and cyclist because it's impossible to get across. I want you to ring fence it..." (IN3 r Ac4)	Step 1 Funding application formulated based on agreed fund-seeker beliefs, application made	n/a	MCTs provided the opportunity to raise issues with funding bodies, and a means to discuss the need for funds.
A	3	Obtain or invest resources	"I think issues were identified there and the steering group set up gained a lot of momentum. For example, in terms of transportation, making funding applications, they looked at more of the issues and realised some of the things that they could do to elevate the situation. It snowballed a little so that kind of funding suddenly appeared and they wanted to target it towards an area where they could make a difference as illustrated	Step 1 Funding application formulated based on agreed fund-seeker beliefs, application made	n/a	MCTs provided the momentum to make applications, given the confidence and opportunities they can create.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			through the community street audit" (IN5 r Ac4) "I want you to ring fence it ..." (IN3 r Ac4)			
A	3	Obtain or invest resources	"... funding organisations are looking for some sort of business case... It was enough here to use the street audit for pedestrian routes to get the funding I wanted". (IN3 r Ac4)	Step 2 Application considered to reach a decision	n/a	MCTs enable the identification and articulation of issues to be included in the funding application.
A	3	Obtain or invest resources	"...it is primarily to help convince other people and budget holders that there were issues." (IN6 r Ac4)	Step 2 Application considered to reach a decision	n/a	MCTs are means of framing issues in ways that are relevant to the funding body.
A	4	Strategies to overcome 'stalling' and initiate action	"…when such decisions are made by residents, it becomes ingrained in everyone's thinking and nothing is changed until you come along and think about things and re-frame them. Time has elapsed and people think differently after after a few years. It was a way of re-framing it and making a case for change	*2 The results of the CSA was made sense of by Ac4	2 Building the bridge	MCTs helped initiate action, providing momentum by reframing issues to make them relevant again.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			which is quite difficult in little neighbourhood disputes" (IN5 r Ac4)			
A	4	Strategies to overcome 'stalling' and initiate action	The audit "revealed to me that there was a need for a link that has been missing for 10 years across this brook" (IN3 r Ac4) " it was noticed that there was a major issue of crossing the canal feeder and that had been an ongoing issue for many years. It wasn't only an issue for the ppl on the estate but also an issue for the local allotment holders. So what it led to was that this was an issue and it was actually quite a big issue" (IN5 r Ac4)	*2 The results of the CSA was made sense of by Ac4	2 Building the bridge	The conduct of the MCT helped people notice and identify the problems with public space, and reframed them to make those issues relevant to a range of stakeholders.
A	4	Strategies to overcome 'stalling' and initiate action	"... there is a canal feeder that separates soeme of the residential areals from schools and facilities. This was regularly filled with shopping trolleys etc, to the degree that mothers and children were using the trolleys as stepping stones… People were walking in excess of a mile	1 The CSA was carried out	2 Building the bridge	The conduct of the MCT helped people notice and identify the problems with public space, and reframed them to make those issues relevant to a range of stakeholders.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			for access to say a school, which was actually only a few hundred yards in a straight line. But you couldn't really get there. And the long diversion was taking them onto the very narrow and uncomfortable footway of the North Circular Road" (IN1 r AC1)			
A	4	Strategies to overcome 'stalling' and initiate action	…when such decisions are made by residents, it becomes ingrained in everyone's thinking and nothing is changed until you come along and think about things and re-frame them. Time has elapsed and people think differently after after a few years. It was a way of re-framing it and making a case for change which is quite difficult in little neighbourhood disputes" (IN5 r Ac4)	*2 The results of the CSA was made sense of by Ac4	2 Building the bridge	The conduct of the MCT helped people notice and identify the problems with public space, and reframed them to make those issues relevant to a range of stakehodlers.
A	4	Strategies to overcome 'stalling' and initiate action	"it becomes ingrained in everyone's thinking and nothing is changed until you come along and think about things and re-frame them. Time has elapsed and people think differently after after a few years. It was a way of re-framing it and	*2 The results of the CSA was made sense of by Ac4	2 Building the bridge	The conduct of the MCT helped people notice and identify the problems with public space, and reframed them to make those issues relevant to a range of stakeholders.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			making a case for change which is quite difficult in little neighbourhood disputes" (IN5 r Ac4)			
A	4	Strategies to overcome 'stalling' and initiate action	"People where walking in excess of a mile for access to say a school, which was actaully only a few hundred yards in a straiight line. But you couldht really get here. And the long diversion was taking them onto the very narrow and uncomfortable footway of the North Circular Road" (IN1 r AC1).	*2 The results of the CSA was made sense of by Ac4	2 Building the bridge	The MCTs results showed the seriousness of some of problems, thus forcing a reprioritisation of solutions for them.
A	4	Strategies to overcome 'stalling' and initiate action		*3 Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'	2 Building the bridge	The MCT provided the content for making a political case for action, by legitimizing follow up studies.
A	4	Strategies to overcome 'stalling' and initiate action	"They felt there was some kind of reassurance by tackling some of the recommendations of the audit, that they	*3 Follow up study was conducted by Ac4 with carefully	2 Building the bridge	The MCT helped to increase both momentum and confidence to act, apart from also helping to achieve

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			were doing something positive that would make a difference" (IN5 r Ac4).	orchestrated questions to ensure 'right' beliefs by controlling 'frames'		sufficient consensus as to what actions were required.
A	4	Strategies to overcome 'stalling' and initiate action		*3 Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'	2 Building the bridge	The MCTs provided the basis for a follow up study that enabled the reframing of the public space problems.
A	4	Strategies to overcome 'stalling' and initiate action	"What we did was to ask residents in the household survey, "did you know that this was a school route and children were forced to cross the bridge in this way? Do you still think there shouldn't be any access?" (IN5 r Ac4)	*3 Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'	2 Building the bridge	The MCT provided the content for making a political case for action, by legitimizing follow up studies.
A	4	Strategies to overcome 'stalling' and initiate action	"This made them think in terms of young children in the estate and ppl were then more positive about opening up the route" (IN5 r Ac4)	(*4 Responses to study as expected)	2 Building the bridge	The MCT helped reframe the issues to make them relevant to decision-makers.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
A	4	Strategies to overcome 'stalling' and initiate action		*5 Established irrefutable change in actors who initially opposed bridge	2 Building the bridge	The MCT therefore helped to make evidence 'irrefutable', thus causing action to be taken in public space.
A	4	Strategies to overcome 'stalling' and initiate action		*5 Established irrefutable change in actors who initially opposed bridge	2 Building the bridge	The MCT therefore helped to make evidence 'irrefutable', thus causing action to be taken in public space.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	What gave it legitimacy was the quality of the people undertaking it… they were people of motivation that couldn't be questioned … the county council recognises the Healthcheck and its legitimacy… the fact that it is a methodology... it give structure..., that it has been used by other towns and it's (part) of a 'health check movement" (IN38 r AC1)	*1 Council officers appraised political situation	3	The potential usefulness of the MCT was projected by those council officers who saw it as a means of gaining enough momentum to break a political stalemate. This might be achieved by the building of legitimacy of the council's position.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	"… the fact that it is a methodology... it give structure…"	*1 Council officers appraised political situation	3	The potential usefulness of the MCT was projected by those council officers who saw it as a means of gaining enough momentum to break a political

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
						stalemate. This might be achieved by the building of legitimacy of the council's position.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	"… What it did was to provide a core group of people who developed working relationship with officers and members of the council in a more positive way than we had managed in the past." (IN38 r AC1)	*1 Council officers appraised political situation	3	The projected possibility of building relationships with other stakeholders was also another reason for adopting the MCT as the basis of consultation.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	"'…it's through the health check process you've got an opportunity to carry out your own consultation in a methdology that is recognised, tried and tested.'" (IN38 r AC1).	*1 Council officers appraised political situation	3	The MCT provided a credible means of conducting community consultation. With the added opportunity of building trust between various parties and increasing the legitimacy of the results as the audit is carried out by loca people themselves.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	"(The town) had been very divided historically - the Healthcheck was like having the United Nations round to provide a solution" (IN41 r AC4). "…	*2 Council officers decided unilaterally (as a group) to fund the MTH	3	This was the Council's target for intermediate meaning change - It was because the Council recognised that the relational

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			What it did was to provide a core group of people who developed working relationship with officers and members of the council in a more positive way than we had managed in the past." (IN38 r AC1)			issues on the ground was something that the conduct of MTH could help to resolve that they funded the MTH.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	"(The MTH) neutralised them… they realised that they didn't hold the levers of power, which they had previously by shouting in the local media and holding a gun to the head of the various authorities, Instead, having the Healthcheck report with thousands of people's submissions and views meant that people could act, what you want is actually a narrow interest, and there is a wider interest for bigger groups of people who have an interest, and they need to be remembered as well as you'" (IN41 r AC4).	*2 Council officers decided unilaterally (as a group) to fund the MTH	3	The MCT provided the opportunity for legitimizing the positions of those who agreed with its results.
B	5	Council funds MTH and the Formation of voluntary Healthcheck Group	…it's through the health check process you've got an opportunity to carry out your own consultation in a methdology that is recognised, tried and tested.' (IN38 r	*2 Council officers decided unilaterally (as a group) to fund the MTH	3	The MCTs, through its reputation, strengthened credibility of its results.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			AC1).			
B	6	Conduct of MTH to gain REPRESENTATIVE views	"… What it did was to provide a core group of people who developed working relationship with officers and members of the council in a more positive way than we had managed in the past." (IN38 r AC1)	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	MCT enablied the conduct of consultation, which meant that the issues of concern to stakeholders were identified and articulated. The design of the MCT meant that its results provided a robust evidence base and a rounded picture of the health of the town,
B	6	Conduct of MTH to gain REPRESENTATIVE views	"… willingness to be understanding and to understand the consensus" (IN38 r AC1).	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The volunteers' and IN38 r AC1s' attitudes was one of openness to understand others' positions. This meant that an authentic effort to gain knowledge of people's needs was enabled by the MCT process.
B	6	Conduct of MTH to gain REPRESENTATIVE views	"…we had a stratified sample… we want to make sure they presented number across that age group distribution." (IN40 r AC3)	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	the MCT's procedures helped build a robust evidence base.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
B	6	Conduct of MTH to gain REPRESENTATIVE views	"what we wanted to do was to findout what the population in [the town] thoguth about [the town] and what they felt we should do to improve it."	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The MCT enabled building a picture of a market town from the opinions of its inhabitants, by giving surveyors a means of collecting data from them. This meant that their views could be articulated and identified as the bases for future action.
B	6	Conduct of MTH to gain REPRESENTATIVE views	"(The chair of the steering group) set this thing up whom I have tremendous respect for and I think the feeling's mutual. It has been a very good working relationship…" (IN38 r AC1).	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The MTH process resulted in the building of good relationships between some of the stakeholders, which was then instrumental in enabling the implimention of identified projects.
B	6	Conduct of MTH to gain REPRESENTATIVE views		*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The MTH process and results led to the possibility of stalemate being broken, and the re-configuration of relationships between the range of stakeholders.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
B	6	Conduct of MTH to gain REPRESENTATIVE views	It was a "mechanism for getting info that we need out of different types of people in (the town)." (IN40 r AC3)	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The range of stakeholders that the MCT consultation exercise reached meant helped the credibility and legitimacy of its technical results.
B	6	Conduct of MTH to gain REPRESENTATIVE views	"...having the Healthcheck report with thousands of people's submissions and views meant that people could act… " (IN41 r AC4)	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The sheer numbers of people whom the MCT engaged in the consultation meant that its credibility was solid.
B	6	Conduct of MTH to gain REPRESENTATIVE views	"…questionnaire was qualitative but also quantitative… questionnaire didn't come out of the blue, we had quite a few discussionswith different age groups and different socio-economic groups before doing the questionnsiare… one of these off-the-system questionnaires might have missed the point." (IN40 r AC3)	*1 + 2 Conduct MTH by Healthcheck Group of local volunteers	4	The triangulation of methods and data sources in the MCT process increased its results' legitimacy and credibility.
B	6	IDENTIFY and PRIORITISE projects (to which MTH contributed)		*3 Publication and impact of Report	4	The MTH provided indepth and public technical knowledge was one basis for prioritisation.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"we have something called technical support as well… at director level, goes into (member) local authorities and they get three days of free support per year" (IN23 r AC2)	*1 LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users	5	The MCT becomes the basis around which auxiliary activities that affect political communication can be built, most of which are designed to help develop solutions to the governing problem. Here it is the additional support of consultants.
C	10	LEARNING: SHARING and DISSEMINATION of good practice		*1 LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users	5	The MCT becomes the basis around which auxiliary activities that affect political communication can be built, most of which are designed to help develop solutions to the governing problem. Here it is the conduct of market research.
C	10	LEARNING: SHARING and DISSEMINATION of good practice		*1 LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users	5	MCT provides opportunities for enabling further learning for governing actors.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"This survey produces a snapshot of what is on the ground in 900 transept locations. To multiply that into the full borough picture we look at the cleansing frequencies on all the bits of land where they found the fly tip and multiply it up for the full year. So basically if they don't find a fly tip there, they assume there's never one there, and if they do find one there, they assume there's always one there, which should balance out to the general picture. We also look at how many square metres of land we've looked at in the sample, for example, compared to how many square metres of land there really is and multiply it up like that. And that's basically the methodology behind producing the whole borough's figures" (IN26 r AC5)	*2 Emerging cues from this overlaying of data are made sense of *3 re-crunching data accordingly	5	MCT becomes central mechanism for assessing performance, by enabling the transformation and extension of what data means.
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"If we do see anything (amiss in the data), action will be taken…" (IN24 r AC3)	*2 Emerging cues from this overlaying of data are made sense of *3 re-	5	MCTs, in their performance management capacity, can be the source of / means of identifying comparators, such as

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
				crunching data accordingly		benchmarks or standards.
C	10	LEARNING: SHARING and DISSEMINATION of good practice		*4 thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public	5	MCTs can, thus, lead to the change of beliefs, and thus to the change in policy.
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"…we've been able to use LEQ data to redirect our resources and that's been pretty successful…" (IN24 r AC3)	*4 thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public	5	MCTs, in their performance management capacity, becomes the basis for managerial actions.
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"We can see which parts of the council are letting the side down..." (IN24 r AC3)	*4 thus lead to different / new primary beliefs, which then lead to a few	5	MCTs can help identify where the problems are, and also be the basis of taking actions.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
				possible alternatives in primary actions, first private, but importantly, public		
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"We saw that parts of the contract weren't being used as well as they could be" (IN22 r AC1).	*4 thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public	5	MCTs can help identify where the problems are, and also be the basis of taking actions.
C	10	LEARNING: SHARING and DISSEMINATION of good practice	"...we found a resource within the contract to reallocate to those hit squads, which could go into land use classes which were underperforming" (IN22 r AC1)	*4 thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public	5	MCTs can help identify where the problems are, and also be the basis of taking actions.
C	?	Conduct LEQ Survey	"we have something called technical support as well… at director level, goes into (member) local authorities and they	*1 LEQS data is placed in different experimental		

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			get three days of free support per year" (IN23 r AC2)	relationships to other data to make it more meaningful and relevant to users		
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"The CABE Housing Audit (based on BfL) found that 70-80% of the housing schemes built in the past 3 years in (the region) were 'poor'" (IN9 r AC3)	1 Housing Audit results published	6	The MCT was deploted to highlight governing problems.
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"The CABE Housing Audit (based on BfL) found that 70-80% of the housing schemes built in the past 3 years in (the region) were 'poor'" (IN9 r AC3). This was cited as a key reason for moves to adopt BfL as one measure to help improve quality.	1 Housing Audit results published	6	The MCT provided the momentum for action to be taken to address the governing issue.
D	11	Campaigning for changes to design negotiation in	"We won't accept substandard schemes any more, especially with regards masterplanning; we are ready to refuse	3a Campaign for adoption as policy	6	The MCT also provided the basis for setting new standards, and means for enforcing the meeting

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
		development control, adoption of BfL as planning policy: performance sanctions imposed	schemes" (IN9 r AC3).			of those standards.
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"Members quite like it because CABE is involved" (IN9 r AC3).	3a Campaign for adoption as policy	6	MCTs helped provide confidence to decision-makers. Confidence arises because of the endorsement by national bodies.
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"It helps in that there is an "organised", 20 questions – "specific topics to be addressed, highlights topics". "At prelim and pre-pplaninng stages, it gives us the confidence that we are raising the right issues at the right time with the developers, designers and consultants" (IN7 r AC1).	3a Campaign for adoption as policy	6	MCTs enable learning, and make issues relevant and comprehensible, thus enabling purchase of actors on issues.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (IN11 r AC5).	3a Campaign for adoption as policy	6	MCTs become the basis of standards for legal and policy processes. However, their status as such a standard has yet to be tested in practice.
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	"Current approach – applications over 10 dwellings (i.e. major planning application), part of d and a statement will have to address criteria set out in Building for Life, we are monitoring that approach, if successful (it seems so so far), until we ve tried it for some months" (IN11 r AC5).	3a Campaign for adoption as policy	6	MCTs become the basis of standards for legal and policy processes.
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy:	"Both in the council and in the developer organisation. Clearly those people who are promoting development will be setting out in their design and access statement, how they fell they have met the building for life criteria, and while they might feel	3a Campaign for adoption as policy	6	MCTs become the basis of standards for legal and policy processes The potential for such a sound basis for a policy standard was held on to by many officers.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
		performance sanctions imposed	that have met the BfL criteria, another professional may consider I that they have not. So even though you've got one tool, the flexibilities in it does give the leeway for different interpretations. Having said that, the great strength is the flexibility, so it is much more a matter of greater awareness and training rather than trying to be too rigid. Rather than say, to try and apply a design code across the whole of the city, which would be much more inflexible" (IN11 r AC5)			
D	11	Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed	The BfL has "got it down to a reasonably crisp set of criteria to evaluate things against, which I think is just about managealbe in members' minds. Just about grasp the all in your head, almost" (Councillor).	3b Councillor training, 3d joint training	6	MCTs became both the basis of standards, but also the basis for learning and potentially also for building relationship between diverse stakeholders. .
D	13	Changes to design negotiation in development control:	"it gives us that recognised confidence that we are not alone as an authority. We are often told by developers that so and	3e Pilot use of BfL as guidance	n/a	MCT helped build confidence in negotiations over subjective issues.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
		highways, and use as adopted standards in planning	so authority never does this, we have never been asked for that… (IN7 r AC1).			
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	"probably one of the most important tools, to articulate what it is that they know should be right about a scheme. I think inevitably, its started a process of working out what's wrong about the schemes, but I think it should feed into the positive fairly soon down the line" (Councillor).		n/a	MCT structures argument and discussion overall, and enables organised assessment of issues.
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	"It gives the designers the overall control of the layouts, the contiving of the schemnes. If you restrict them by having too many tickboxes for too many issues, the design is not a fluent design, it's a constrained design. It doesn't give designers the opportunities to do what they re trained to do (Highway officer); AND "Both in the council and in the developer organisation. Clearly those people who are promoting development will be setting out in their design and access statement, how they fell they have	3e Pilot use of BfL as guidance	n/a	MCT enabled the setting out standards, and was under consideration as the basis of strategic policy.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			met the building for life criteria, and while they might feel that have met the BfL criteria, another professional may consider I that they have not. So even though you've got one tool, the flexibilities in it does give the leeway for different interpretations. Having said that, the great strength is the flexibility, so it is much more a matter of greater awareness and training rather than trying to be too rigid. Rather than say, to try and apply a design code across the whole of the city, which would be much more inflexible" (development control officer 1) AND "If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (Development			

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			Control officer 1).			
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	"So at the end we have a design that is approved… of a space that … incorporates the highway, to a standard consistent with Building for Life. (IN7 r AC1).	3e Pilot use of BfL as guidance	n/a	MCT enabled the setting out standards and the enforcement of them.
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	"Everything we deal with goe through 'Building for Life' criteria, it has to be mentioned in committee reports" (IN9 r AC3).	3e Pilot use of BfL as guidance	n/a	MCT enabled the setting out standards and the enforcement of them.
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	On the one hand, "housebuilders love it, as it helps themstructure their 'argument' in the design and access statements" (IN9 r AC3). On the other hand, some developers "see it as a very negative process… they were most discenchanted with the process, that's becuse we were asking for more" (IN9 r AC3).	3e Pilot use of BfL as guidance	n/a	MCT is the basis of setting standards.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	it gives us that recognised confidence that we are not alone as an authority. We are often told by developers that so and so authority never does this, we have never been asked for that… (IN7 r AC1).	3e Pilot use of BfL as guidance	n/a	MCT enabled confidence over subjective issues. In particular, its wide usage increased its credibility as the basis of argumentation.
D	13	Changes to design negotiation in development control: highways, and use as adopted standards in planning	"If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (IN11 r AC5).	3e Pilot use of BfL as guidance	n/a	MCTs were recognised to work in a number of ways: whether or not it succeeded as a standard.
D	14	Adoption as statutory policy in the future		0 Adoption as policy in the future	6	Various potentials for influencing the shaping of the built environment in the future adoption of the MCT in the future drove the adoption of MCT as a standard.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"Think they read about the Audit method in Regeneration and Renewal magazine (or similar publication). Sounded like an interesting method. Did a bit of research, found out about Living Streets…" (IN28 r AC1). + "I ve lived here for 56 years, and when you look down the street, well you just never thought about these tnings. But when he highlighted. Oh yah, it looks awful" (IN32 r AC5).	*1 The CSA was carried out, underpinned by network of consultation and relationship-building exercises	7	The MCT's standard procedure included the 'Audit Walk', which itself had many ancilliary impacts that shaped the path of the particular governing situation.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It was a big learning curve for the officers as well…Once the council realised that the civilians on the committee, like myself, were generally out to see things work right, they tended to accept it more" (IN32 r AC5). "They're also then able to communicate the whats, whys and wheres in a clearer manner and more understanding that cascades through into the community rather than everyone huddled in the corner complaining about what the council didn't do" (IN31 r Ac4).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	One of the most significant impacts of the MCT was how it enabled learning about the walking environment across the range of stakeholders. In particular, this led to the increase in confidence and hence the empowerment of residents and lay persons to take

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It gave people a common language to talk about everyday things in a way that meant something to everyone" (IN31 r Ac4).	*1 The CSA was carried out, underpinned by network of consultation and relationship-building exercises *2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	The MCT provided the means of articulating issues in the walking environment.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"Footpaths, you have to have dropped curves. Fairly obvious, but it was the way in which they approached it that was different from the standards way that the council approached it. And the way they explained, this needs to have a slight curve on it to prevent a runaway situation with a wheelchair – ah" (IN32 r AC5).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and	7	The MCTs enabled learning about the walking environment.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
				confidence.		
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"The expertise of the auditors and Living Streets made a difference.... They highlighted stuff that would never have crossed our minds at all, and I ve even seen them on the box down in London giving opinions about cyclists jumping lights. Obviously they are very professional. And they did a massive presentation at the end of their audit, they really put some serious work in" (IN32 r AC5).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	The MCT's association with the experts who conducted the training meant that the tool itself carried significant credibility, which then carried over into the MCT's recommendations.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It gave people a common language to talk about everyday things in a way that meant something to everyone" (IN31 r Ac4).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	The MCT provided the means of articulating issues in the walking environment.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"When we decided what we wanted to do, which had to do with the street furniture, we were given catalogues to look through to see what the furnithre was. Wanted trad Victorian furniture. We looked through and thought, blimey, these are dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).	*3 Led to change in relationship of trust and confidence	7	The MCT enabled learning about the walking environment. This led to the increase in confidence and hence the empowerment of residents and lay persons to take part fully in the negotiations around the production of the walking enivromnent.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It gave people a common language to talk about everyday things in a way that meant something to everyone" (IN31 r Ac4).	*3 Led to change in relationship of trust and confidence	7	The MCT provided the means of articulating issues in the walking environment.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"There is a common purpose between the members of the community and the officers and getting that equality and an understanding of the constraints on each side; the real need and desire of the	*3 Led to change in relationship of trust and confidence	7	The MCT's conduct led directly to the building of new relationships between the range of stakeholders, which in turn, shaped the decisions about the

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			community. You get the trust that the community can have good solutions..." (IN31 r Ac4).			built environment.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"The people who run the thing matters. I used to work as an investment analyst and if you're investing in companies, you look at people and not the project. Management matters. In the public sector, people are obsessed with the project than the quality of people involved. I would start by saying the success in (this authority) has been a large extent due to good people in the council, who are very committed, and are the right personality types. I think it matters because you can't transfer methodologies without that.... The important point in this is the people involved. I can't stress that enough. For example (the council officer in charge), people were very complimentary about him. Normally people are not complimentary about council officers.... It could have been very different. There are	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			people you meet in local councils who could have done things in a more bureaucratic way and it won't be as effective. It's not a question of just listening, but also being seen to listen as well" (Evaluation consultant for the project). + "... a big part of that came from having doing that actual training with community and officers having a laugh and chat, breaking down the barriers. That human side and common parlance can't be bought" (LSP officer in charge of consultation).			
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"The thrill in people's faces to know that they can sit there on an equal level around the table with the people who are planners, regeneration people and could voice their opinions" (IN31 r Ac4).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	The MCT enabled communication between stakeholders, which leads to greater understanding, confidence in negotiation and trust between them .

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It gave people a common language to talk about everyday things in a way that meant something to everyone.... There is a common purpose between the members of the community and the officers and getting that equality and an understanding of the constraints on each side; the real need and desire of the community. You get the trust that the community can have good solutions..." (IN31 r Ac4).	*2a new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence.	7	The MCT's association with the experts who conducted the training meant that the tool itself carried significant credibility, which then carried over into the MCT's recommendations.
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"It gave people a common language to talk about everyday things in a way that meant something to everyone…. There is a common purpose between the members of the community and the officers…" (IN31 r Ac4).	*3 Led to change in relationship of trust and confidence	7	The MCT enabled communication between stakeholders, which leads to greater understanding, confidence in negotiation and trust between them .
E	15	Do the Audit Walk / training: skills and confidence gained, issues noticed	"When we decided what we wanted to do, which had to do with the street furniture, we were given catalogues to look through to see what the furnithre was. Wanted trad Victorian furniture. We looked through and thought, blimey, these are	*3 Led to change in relationship of trust and confidence	7	The MCT was the basis of further changes in trust and confidence levels.

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).			
E	16	Contributions made in the Steering Committee – multi-lateral deliberations affected design decisions for public space	"And we were on a Steering Group, (so) we've got to have equal say... what's the point of this (programme and Steering Group) unless you stick to what is said, we would have wasted all our time. And that argument they had to acknowledge straight away…" (IN32 r AC5).	*4 Local residents invited to joint consultation Groups	8	The MCT provided the occasion through which local residents were included in the consultation process. Once party to this process, residents were able to assert themselves more directly.
E	16	Steering Group – multi-lateral deliberations	"One of those things that the street audit highlighted, we didn't reduce carparking, in fact increased it, but we've given the traders another chance to capture some trade" (IN32 r AC5).	*1 Issues concerning proposals raised in Consultation Group	8	The MCT's underlying influence was to instil greater confidence in local residents on matters pertaining to the walking environment.
E	16	Steering Group – multi-lateral deliberations	"When we decided what we wanted to do, which had to do with the street furniture, we were given catalogues to look through	*2 Issues considered by Group members, specifically local	8	The confidence as well as the technical knowledge instilled by the MCT process enabled

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			to see what the furnithre was. Wanted trad Victorian furniture. We looked through and thought, blimey, these are dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).	members who were confident as result of skills gained and relationships built in Audit Walk		stakeholders to prioritisebuilt environment issues for action, and get them implemented.
E	16	Steering Group – multi-lateral deliberations	"And we were on a Steering Group, (so) we've got to have equal say... what's the point of this (programme and Steering Group) unless you stick to what is said, we would have wasted all our time. And that argument they had to acknowledge straight away…" (IN32 r AC5).	*2 Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk *3 Issues investigated by local resident Group members *4 Local resident Group	8	The MCT provided the occasion through which local residents were included in the consultation process. Once party to this process, residents were able to assert themselves more directly. They were not only able to refute decisions they did not agree with,

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
				members develop new ideas		
E	16	Steering Group – multi-lateral deliberations	"One of those things that the street audit highglighted, we didn't reduce carparking, in fact increased it, but we've given the traders another chance to capture some trade" (IN32 r AC5).	*2 Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk	8	Residents were not only able to refute decisions they did not agree with, but counter that with alternative proposals.
E	16	Steering Group – multi-lateral deliberations	"The council were already aware of it, but when the street audit said, this is miles off usable gradient, then they had to take notice of it. It had been sort of pushed onto the backburner, but when hightlighted, then the council started going, hmm maybe you re right. And that's how we got this... bid, is to rejig the market place, and get it level" (IN32 r AC5).	*2 Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk	8	MCT was central in the material prioritisation of issues.
E	16	Steering Group – multi-lateral deliberations	"When we decided what we wanted to do, which had to do with the street furniture,	*3 Issues investigated by local	8	Residents in particular, were empowered, in the ways already

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			we were given catalogues to look through to see what the furnithre was. Wanted trad Victorian furniture. We looked through and thought, blimey, these are dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).	resident Group members *4 Local resident Group members develop new ideas about proposal *5 Local resident Group members contribute this to discussion in Group		disucussed.
E	16	Steering Group – multi-lateral deliberations	"We just woudnt budge on one or two things, like the colour, which we felt was really important. Because we know were not going to accept that, if we had to cut the number of seats to do that, we will.... (we had) much more control over what (council officers) were doing (IN32 r AC5).	*5 Local resident Group members contribute this to discussion in Group *6 Consultation Group members consider	8	Residents in particular, were empowered, in the ways already disucussed.
E	16	Steering Group – multi-lateral deliberations	"They're also then able to communicate the whats, whys and wheres in a clearer manner and more understanding that cascades through into the community	*2a new understandings of walking environment were developed by	8	New understandings and positions were made communicable via the MCTs/

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			rather than everyone huddled in the corner complaining about what the council didn't do (IN31 r Ac4).	participants, enabled purchase of actors on other actors, changing trust and confidence.		
E	16	Steering Group – multi-lateral deliberations	"And we were on a Steering Group, (so) we've got to have equal say... what's the point of this (programme and Steering Group) unless you stick to what is said, we would have wasted all our time. And that argument they had to acknowledge straight away…" (IN32 r AC5).	*5 Local resident Group members contribute this to discussion in Group	8	The MCT provided the occasion through which local residents were included in the consultation process.
E	16	Steering Group – multi-lateral deliberations	"... very much as a two-way process: on the one hand it is about giving people the opportunity to communicate what they think about the public space that they use, and how it might be improved, but it's also about giving those people a better understanding about how it works" (CSA owner).	*6 Consultation Group members consider *7 Consultation Group members capitulate	8	MCTs acted directly as communication tools, but also indirectly, by enabling dialogue around the issues.
E	16	Steering Group – multi-lateral deliberations	"When we decided what we wanted to do, which had to do with the street furniture, we were given catalogues to look through	*5 Local resident Group members contribute this to	8	x

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			to see what the furnithre was. Wanted trad Victorian furniture. We looked through and thought, blimey, these are dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).	discussion in Group		
E	16	Steering Group – multi-lateral deliberations	"The thrill in people's faces to know that they can sit there on an equal level around the table with the people who are planners, regeneration people and could voice their opinions" (IN31 r Ac4).	*3 Led to change in relationship of trust and confidence	8	x
E	?	Improve service responsiveness	"The thrill in people's faces to know that they can sit there on an equal level around the table with the people who are planners, regeneration people and could voice their opinions" (IN31 r Ac4).			x

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
E	16	Improve service responsiveness	"... the grasp of what's what and the confidence of the community/people. And a big part of that came from having doing that actual training with community and officers having a laugh and chat, breaking down the barriers. That human side and common parlance can't be bought" (IN31 r Ac4).	*3 Led to change in relationship of trust and confidence	8	x
E	?	Improve service responsiveness	"It gave people a common language to talk about everyday things in a way that meant something to everyone.... There is a common purpose between the members of the community and the officers and getting that equality and an understanding of the constraints on each side; the real need and desire of the community. You get the trust that the community can have good solutions..." (IN31 r Ac4).			x
E	?	Improve service responsiveness	"The people who run the thing matters. I used to work as an investment analyst and if you're investing in companies, you look at people and not the project.			

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			Management matters. In the public sector, people are obsessed with the project than the quality of people involved. I would start by saying the success in (this authority) has been a large extent due to good people in the council, who are very committed, and are the right personality types. I think it matters because you can't transfer methodologies without that.... The important point in this is the people involved. I can't stress that enough. For example (the council officer in charge), people were very complimentary about him. Normally people are not complimentary about council officers.... It could have been very different. There are people you meet in local councils who could have done things in a more bureaucratic way and it won't be as effective. It's not a question of just listening, but also being seen to listen as well" (IN30 r AC3). + "... a big part of that came from having doing that actual			

SN	Solution number	SOLUTION	Quotes, primary data	ANALYTICAL STEP	KEY STORY	Annotations with MCT Functions
			training with community and officers having a laugh and chat, breaking down the barriers. That human side and common parlance can't be bought" (IN31 r Ac4).			
E	?	Improve service responsiveness	"It gave people a common language to talk about everyday things in a way that meant something to everyone…. There is a common purpose between the members of the community and the officers…" (IN31 r Ac4).			x
E	16	Improve service responsiveness	"They could suggest how they want it: painting things to a certain colour and including a logo on our bins. Those things where they have designed their own bins, everybody on the town sees it, likes it, thinks it's a good idea and it's part of this group. So people who were involved have a sense of ownership and pride..." (IN31 r Ac4).	*3 Issues investigated by local resident Group members *4 Local resident Group members develop new ideas about proposal *5 Local resident Group members contribute this to discussion in Group	8	MCTs gave stakeholders guidance on the substantive content on the 'idea'' built environment.

Appendix 6.2

Descriptions and Summary Tables for Key Stories, with associated sub-steps

Throughout this appendix, references will be made to raw interview data. Key Stories are particularly rich narratives from which the analysis draws heavily.

Relevant empirical data are presented in table form in the following pages. The columns contain data from:

The Step reference number

The Step within the Solution which the quote backs up

An example of what interviewees said that illustrate the story and in particular the relevant Step.

The tables are self-explanatory.

Key Story 1 'Steering Group Action'

This key story includes both the setting up of the Group, which comes under 'Solution 1 Commitment to act on the CSA recommendations, culminating in the formation of the Steering Group to deliver on them', and the deliberation within the Group, which comes under Solution 2: "Achieved cross disciplinary, less fragmented stakeholder deliberations within steering group". The story is about how the CSA conduct led to the setting up of the Steering Group, and how the arena of the Steering Group worked with the results and recommendations of the CSA to enable governance paths otherwise not possible.

FIGURE AP6.2.1: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS1)

Note: The Sub-steps description in this and other equivalent tables in all Solutions are from the detailed narratives set out in Appendix 7A.

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*2	Consideration of resulting beliefs and courses of action	1 Step 2 MCT impact on interest in commitment – "does this matter?" There was an increase in interest from the range of stakeholders, but for different reasons. 1 Step 2 MCT impact on interests regarding commitment: Officers reflected on their projected decision to commit to results of the CSA report.	private actions
*2		1 Step 2 MCT impact on epistemological awareness of capacity for commitment: Reflection was on projected capacity that would come out of commitment. 1 Step 2 MCT impact on epistemological awareness of opportunity for commitment. Reflection was on projected opportunities that would come out of commitment.	belief construction
*3	Commitment gradually built up	However achieved, commitment became a watershed which could not be easily reversed. 1 Step 3 MCT impact on capacity for commitment: CSA helped to put in place sufficient intellectual and potential political capacity for committing to its results. 1 Step 3 MCT impact on opportunity for commitment: The CSA's deployment, publication of the report and subsequent public meetings created opportunities for individuals to recast their position as one of shared 'public' commitment to CSA recommendations	public actions

FIGURE AP6.2.2: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "STEERING GROUP ACTION" (KS1)

Ref	Step from Solution 1	Quotes and annotations
2	Consideration of resulting beliefs and courses of action	"Certainly (the officers) were rail-roaded into (setting up the Steering Group) it by us. However once it got underway, they realised why they were there and that it was part of their remit. I don't think they would have thought of it before" (IN5 r AC5) "They felt there was some kind of reassurance by tackling some of the recommendations of the audit, that they were doing something positive that would make a difference" (IN5 r AC5)
3	Commitment gradually built up – commitment is public action and included setting up the Steering Group	"The fact that they have maintained the steering group, I m very impressed with that" (IN5 r AC5)

FIGURE AP6.2.2: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS1)

Note: This is a 'single step' solution based on the public action of the Steering Group having been set up. The deliberations involve the multi-actor, multi-issue negotiation. All the deliberations have an overarching purpose, which is to deliver a 'state of things' that sufficiently fulfils meta-meaning requirements for all stakeholders.

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*0	Steering group set up, Purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	2 Step 0 MCT impact on purchase of Steering Group members on info and actors necessary for deliberations. *Once the Steering Group was set up, mutual purchase was enabled for the range of participants.* 2 Step 0 MCT impact on cue-frame connections of Steering Group members regarding relevant information for deliberations. *CSA put in place cue-frame connections that dealt with complex and equivocal of information that characterises most public space governance. The CSA was the obvious source of framework to deal with equivocality and complexity, providing primary cue-frame connections via its dimensions. Cues for some meta-meanings such as trustworthiness of data and procedural justice of the consultation process, were also important. cues arise from the deliberations within the Steering Group and would take into account, not just the issues of public space from the ground, but other actors' positions (e) on the matter. In the end, if public actions are to happen, then the meta-meanings of each actor must be acceptable according to his own local rationality / motives (think DQI), and the common primary object must generate sufficiently acceptable meta-meanings for all relevant actors.*	Belief construction
*0		*All private-public relations are strongly mediated by the arena and the norms that govern it. These include the implied commitment to give voice to all participants, and the adherence, at least initially, to the priorities set out by the CSA report.* 2 Step 0 MCT impact on interest to achieve cross disciplinary, less fragmented stakeholder	Private actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		deliberations within steering group – "does this matter?" *The conduct of the CSA made the complexity, fragmentation and turbulence apparent and 'public', and therefore no longer avoidable* 2 Step 0 MCT impact on interests – value positions regarding achieving cross disciplinary, less fragmented stakeholder deliberations within steering group *most obvious example of this is discussed in Solution 4 below, where the CSA result reversed the positions of some actors in the light of new evidence based on the CSA*	
*0		2 Step 0 MCT impact on epistemological awareness of capacity *Epistemological awareness of capacity and of opportunity was increased largely through direct interaction between actors, underpinned by the CSA in many cases. Awareness of capacity and opportunity was highly changeable within the Steering Group interactions.* 2 Step 0 MCT impact on epistemological awareness of opportunity *See above.*	belief construction
*0		2 Step 0 MCT impact on capacity *The CSA improves or forces the improvement of intellectual technical capacity across the range of actors which can enable realisation. The CSA increases the political capacity of those whose positions are in line with its own recommendations. CSA increased social capacity by enabling the purchase of Group members on each other.* 2 Step 0 MCT impact on opportunity *It provided the opportunity to bring "different contributions together, and (set out) in a framework / masterplan" (IN1 r AC1).*	public actions

FIGURE AP6.2.3: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "STEERING GROUP ACTION" (KS1)

Ref	Steps from Solution 2	Quotes and annotations
1	Steering group set up, Purchase of actors on issues, actors on actors – multi-party, multi-issue negotiation enabled	"…before the street audit we had a fairly good idea what the access issues were… the street audit crystalised that, set that out in a more formal way..." (IN6 r AC6). "The concept is bringing the different contributions together, and spent in a framework / masterplan (which adds up to) sum being greater than individual parts" (IN1 r AC1) "sum being greater than individual parts" (IN1 r AC1)
1		It involved "a diverse group of stakeholders as there was so much to tackle that no particular service group had responsibility for all of it. It was a shared responsibility so we needed to set up a steering group to try to achieve it collectively" (IN5 r AC5). "We did find it quite difficult to access the housing associations" (IN6 r AC6).
1		"we are more and more involved in inter-disciplinary work, working with partners, and certainly with different funding streams" (IN1 R AC1). Internally in the authority, "People like (IN2 r AC2) and (IN6 r AC6) have been around for years and in the same department but they have never met each other. One is highways and one is parks... they should really have worked together before... it is quite amazing they have never met" (IN5 R AC5).
1		"It snowballed a little so that kind of funding suddenly appeared and they wanted to target it towards an area where they could make a difference as illustrated through the community street audit" (IN5 R AC5)

Key Story 2 'Building the Bridge'

This is a story that involves one of the many projects coming out of the CSA and discussed in the Steering Group, but due to the detailed and strong corroborative evidence of the various interviewers, provided a great deal of insight into how sensemaking can help explain governing. The CSA plays a foundational rather than an active part in all of this, but the insights here are nevertheless important in throwing light on possible ways to theorise MCTs.

The story is about how actors with capacity and opportunity acted to build up evidence from a number of previously disconnected narratives, and setting up situations where it was possible to stabilise and fix intermediate meanings in particular conceptual locations upon which to build further cycles in those new directions, leading ultimately to their desired public action.

FIGURE AP6.2.4: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS2)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	The CSA was carried out	4 Step 1 MCT impact on **purchase** of proactive officers on info and actors necessary for overcoming stalling *noticed cues were immediately de-stabilising and empowered them to act* 4 Step 1 MCT impact on cue-frame **connections** of pro-active officers regarding info and actors that were the opportunity for overcoming stalling *revealed serious discrepancies*	belief construction
*2	The results of the CSA was made sense of by Ac4	4 Step 2 MCT impact on **interest** in overcoming stalling / making routes safe – "does this matter?" *CSA showing the state of things regarding the dangerous crossing conditions because of the lack of a bridge created interest because it was a glaring discrepancy.*	private actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		4 Step 2 MCT impact on **interests** regarding overcoming stalling / making routes safe – value positions	
		The problem of 'the bridge' was highly undesirable: "... there is a canal feeder that separates some of the residential areas from schools and facilities. This was regularly filled with shopping trolleys etc, to the degree that mothers and children were using the trolleys as stepping stones… People were walking in excess of a mile for access to say a school, which was actually only a few hundred yards in a straight line. But you couldn't really get there. And the long diversion was taking them onto the very narrow and uncomfortable footway of the North Circular Road" (IN1 r Ac3).	
*2	The results of the CSA was made sense of by Ac4	4 Step 2 MCT impact on **epistemological awareness of opportunity to** overcome stalling	belief construction
		The CSA provided the basis of the opportunity that was grasped strategically by Ac4 with well-developed epistemological awareness, to change the governance path.	
		4 Step 2 MCT impact on **epistemological awareness of capacity** to overcome stalling	
		Officers (Ac4) conducted a survey, which is an acceptable format of data collection. This increased their own political capacity	
*2	The results of the CSA was made sense of by Ac4	4 Step 2 MCT impact on **opportunity** to overcome stalling	public actions
		The opportunity was simply knowledge of the possibility to act, and included the fact that the CSA revealed the need for the bridge, and provided the opportunity and basis for follow up survey.	
		4 Step 2 MCT impact on **capacity** to overcome stalling	
		CSA provided intellectual capacity, and the basis for building political capacity to make this change.	
		4 Step 2 **Realisation** of decision to do follow up study	

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*3	Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'	4 Step 3 MCT impact on **purchase** of survey 'respondents' on issues on unacceptable danger for children going to school *drawing attention specifically to a point of undesirability (children did not have access to a safe route to school), and actually heightening that undesirability, thus raising the level of interest while creating a new set of beliefs.* 4 Step 3 MCT impact on cue-frame **connections** of survey 'respondents' on issues on unacceptable danger for children going to school *re-frame preferences and designed to draw attention of respondents to the issue of 'safety of children', as opposed to 'security', which reframed the bridge issue completely. "What we did was to ask residents in the household survey, "did you know that this was a school route and children were forced to cross the bridge in this way? Do you still think there shouldn't be any access?" (IN5 r AC4) "This made them think in terms of young children in the estate and ppl were then more positive about opening up the route" (IN5 r AC4).*	belief construction
*4	Responses to study as expected	*their answers that reflected their revised beliefs* 4 Step 4 MCT impact on **interest** in safety of children – 'does it matter'? *The follow up survey design and its results was strongly destabilising for Ac2 and Ac3, and then strongly directional about what the new stable position should be: to build the bridge.* 4 Step 4 MCT impact on **interests** regarding safety of children – value positions *By providing a new frame to the cue of 'no bridge', that is, replacing the 'fear of anti-social' frame with one that concerned 'putting children in danger', the CSA's resultant belief and it follows here, meanings, was strongly stabilised towards 'build the bridge'.*	private actions
*4	Responses to study as expected	4 Step 4 Follow up survey impact on **opportunity** to align public actions based on strong private	public action

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		beliefs	
		4 Step 4 Follow up survey impact on **capacity** to align public actions based on strong private beliefs	
		4 Step 4 **Realisation** of decision to build bridge	

FIGURE AP6.2.5: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "BUILDING THE BRIDGE" (KS2)

Ref	Steps from Solution 4	Quotes and annotations
1	The CSA was carried out	*The CSA uncovers this situation:* "... there is a canal feeder that separates some of the residential areas from schools and facilities. This was regularly filled with shopping trolleys etc, to the degree that mothers and children were using the trolleys as stepping stones… People were walking in excess of a mile for access to say a school, which was actually only a few hundred yards in a straight line. But you couldn't really get there. And the long diversion was taking them onto the very narrow and uncomfortable footway of the North Circular Road" (IN1 R AC1).
2	The results of the CSA was made sense of by Ac4	…when such decisions are made by residents, it becomes ingrained in everyone's thinking and nothing is changed until you come along and think about things and re-frame them. Time has elapsed and people think differently after a few years. It was a way of re-framing it and making a case for change which is quite difficult in little neighbourhood disputes" (IN5 r AC4) *The proactive officers figure out what the problem was historically with the bridge, and think of a way of overcoming the 'hurting stalemate'.*
3	Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'	"What we did was to ask residents in the household survey, "did you know that this was a school route and children were forced to cross the bridge in this way? Do you still think there shouldn't be any access?" (IN5 r AC4)
4	Responses to study as expected	"This made them think in terms of young children in the estate and people were then more positive about opening up the route" (IN5 r AC4)

Key Story 3 'Grasp opportunity to break stalemate'

This story is a powerful illustration of how imagined possibilities cause actors to take actions to realise those possibilities. The story involved officers and councillors realising the opportunity presented them by the package of the MTH as a means of overcoming a stalemate over what to do with the town's public space.

FIGURE AP6.2.6: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS3)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	Council officers appraised political situation	5 Step 1 MCT impact on interest in funding MTH and Formation of voluntary Healthcheck Group – "does this matter?" *it offered an **opportunity** to address a **discrepancy** between what is (vocal dissenters blocking action) to what could be (vocal dissenters no longer able to block action).* 5 Step 1 MCT impact on interests regarding funding MTH and Formation of voluntary Healthcheck Group – value positions *The MCT did not change value positions in this Solution.*	private actions
*1		5 Step 1 MCT impact on epistemological awareness of opportunity of funding MTH *Knowledge of the MTH provided the awareness of the opportunity out of this without violating the need for procedural justice.* 5 Step 1 MCT impact on epistemological awareness of capacity of funding MTH	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		The MTH enabled Ac1 and Ac2 to imagine the possibility of defusing the dissenting voices and building a broader consensus to public space improvement works, that is, a state with more acceptable meta-meanings. It is the recognition of all this potential that causes the underlying trajectory shift among council decision makers: to fund the MTH in the first place.	
*1		5 Step 1 MCT impact on opportunity of funding MTH *Opportunity and capacity can be 'self-fulfilling'; knowledge about their possibility may cause them to happen. This is what happened with opportunity. See above.* 5 Step 1 MCT impact on capacity of funding MTH *No impact. Council always had the capacity.*	public actions
*2	Council officers decided unilaterally (as a group) to fund the MTH	5 Step 2 MCT impact on opportunity of funding MTH *the above helped realise the opportunity* 5 Step 2 MCT impact on capacity of funding MTH *Council had funding and political capacity*	public actions

Ref	Steps from Solution 5	Quotes and annotations
1	Council officers appraised political situation	"(The town) had been very divided historically - the Healthcheck was like having the United Nations round to provide a solution" (IN41 r AC4).
2	Council officers decided unilaterally (as a group) to fund the MTH	"(The MTH) neutralised them… they realised that they didn't hold the levers of power, which they had previously by shouting in the local media and holding a gun to the head of the various authorities, Instead, having the Healthcheck report with thousands of people's submissions and views meant that people could act, what you want is actually a narrow interest, and there is a wider interest for bigger groups of people who have an interest, and they need to be remembered as well as you'" (IN41 r AC4).
		"'…it's through the health check process you've got an opportunity to carry out your own consultation in a methodology that is recognised, tried and tested.'" (IN38 r AC1).
		"Healthcheck has been a great help - to allow a much wider range of individuals, businesses and organisations to be involved" (IN41 r AC4).

Key Story 4 'Trust was built up between actors'

This story involved how trust was built up between actors which enabled the setting up of formal structures that then enabled further action built on those structures. Similar to key story 2 in this sense, just with a different basis of actions leading up to that fixing. There is also similarity in SNE, where there was trust built up between actors to enable taking things forward. There, however, there was less formal fixing of meaning positions.

FIGURE AP6.2.8: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS4)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	Set up Healthcheck Group of local volunteers	6 Step 1 MCT impact on opportunity of funding MTH *As previous Solution* 6 Step 1 MCT impact on capacity of funding MTH *As previous Solution*	public actions
*2	Conduct MTH	6 Step 2 MCT impact on purchase of survey respondents and report readers on info and other actors necessary for gaining representative views *have profound impact on the issue of purchase of respondents and future readers on the resulting information, and vice versa.* 6 Step 2 MCT impact on cue-frame connections of survey respondents and report readers on relevant for gaining representative views *provided a protocol and structured framework, which created new cue-frame connections based on MTH dimensions, and about issues of public space.* *sends a strong meta-meaning signal of 'independence' and therefore 'identification' and 'trustworthiness'*	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*3	Publication and impact of Report	6 Step 3 MCT impact on opportunity for gaining representative views, and identifying and prioritising projects *key opportunity was simply to create impetus to do something to the governance path by focusing down on 'prioritised' paths of action* 6 Step 3 MCT impact on capacity for gaining representative views, and identifying and prioritising projects *a proxy for the intellectual capacity of all those who wish to understand the needs of the town, by gathering, collating, digesting and making sense of a large amount of data on their behalf, effectively.* *the very conduct of the MTH enabled the sense of procedural justice through its extensive consultation and sheer numbers interviewed. This increased political capacity* *conduct of the MTH also increased social capacity, as actors developed respect for each other*	Public actions
*3		6 Step 3 MCT impact on purchase of info seekers on sources of relevant opinions on identifying and prioritising projects *report provided purchase between information-seekers and the source of relevant opinions about the town* 6 Step 3 MCT impact on cue-frame connections of survey respondents and report readers for identifying and prioritising projects *survey questions themselves both extracted answers from respondents, but also set them thinking about the state of their town,* *affects what cues respondents notice while answering, and after. It may also suggest the frames respondents end up applying to those cues.*	Belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*3		6 Step 3 MCT impact on interest in IDENTIFYing and PRIORITISing projects – "Does this matter?" *called issues of public space to attention that are undesirable,* *destabilised the trajectories of those stakeholders who read the report, and possibly respondents to the survey who ultimately decide (or not) to support change to the governance path.* 6 Step 3 MCT impact on interests regarding IDENTIFYing and PRIORITISing projects – value position *MTH is designed to both uncover issues in public space as well as suggest solutions for them.* *MTH report strongly destabilised the status quo of 'no knowledge and no action' and restabilised around the prioritisation decisions and to 'do something'*	Private actions
*3		6 Step 3 MCT impact on epistemological awareness and realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects *The publication of the MTH and capacity to prioritise projects based on representative views provided the opportunity to seek resources to implement the projects* *The MTH helped actors see, and indeed, construct opportunities for changing the governance path.* 6 Step 3 MCT impact on epistemological awareness of capacity to exploit representative views, and the capacity to identify and prioritise projects content of the CSA report increased their political capacity, as these aligned with MCT recommendations *realisation of social capacity created was clearest in the setting up of the Town Partnership*	Belief construction
*3		6 Step 3 MCT impact on capacity arising from the realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects	public actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		Increased political capacity to gain support, including funding	
		Increased social capacity, to enable the formation of the Town Partnership	
		6 Step 3 MCT impact on opportunities arising from the realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects	
		Changed capacities affected opportunities for action on the town as evidence emerged and power balance changed amongst relevant stakeholders	

FIGURE AP6.2.9: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "TRUST WAS BUILT UP BETWEEN ACTORS" (KS4)

Ref	Steps from Solution 6	Quotes and annotations
1	Set up Healthcheck Group of local volunteers	"What gave it legitimacy was the quality of the people undertaking it… they were people of motivation that couldn't be questioned" "… willingness to be understanding and to understand the consensus" (IN38 r AC1).
2	Conduct MTH	"… What it did was to provide a core group of people who developed working relationship with officers and members of the council in a more positive way than we had managed in the past." (IN38 r AC1) "(The chair of the steering group) set this thing up whom I have tremendous respect for and I think the feeling's mutual. It has been a very good working relationship…" (IN38 r AC1). "… willingness to be understanding and to understand the consensus" (IN38 r AC1).
3	Publication and impact of Report	"…. the county council recognises the Healthcheck and its legitimacy… the fact that it is a methodology... it give structure..., that it has been used by other towns and it's (part) of a 'health check movement" (IN38 r AC1).

FIGURE AP6.2.10: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS4)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	Form Town Partnership	7 Step 1 MCT impact on interest in obtaining resources – "Does this matter?" *No direct impact.* 7 Step 1 MCT impact on interests regarding obtaining resources – value positions *MTH served only to reinforce value positions*	private actions
		7 Step 1 MCT impact on epistemological awareness of opportunity to obtain resources *The MTH made real the opportunities to obtain resources by putting various actors and information in contact and harmonising actors' value positions.* 7 Step 1 MCT impact on epistemological awareness of capacity to obtain resources *No direct impact by MCT*	belief construction
		7 Step 1 MCT impact on opportunity to obtain resources *By making opportunities known* *by guiding the realisation of those opportunities.* 7 Step 1 MCT impact on capacity to obtain resources *put in place was the accessibility of new funding streams.* *necessary to incorporate the Healthcheck Group into such a Partnership.* formation of the Partnership saw a restabilisation of the governance path as a watershed, a stable backstop point which cannot be undone,	public actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		Town Partnership made it possible for key players to protect themselves legally, thus restabilising *The existence of the Town Partnership made it possible for the Healthcheck Group to access larger amounts of funding, which was also stabilising.*	
2	Application made	7 Step 2 MCT impact on purchase on questions of the funding decision 7 Step 2 MCT impact on cue-frame connections relevant to the funding decision	belief construction

FIGURE AP6.2.11: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "TRUST WAS BUILT UP BETWEEN ACTORS"B (KS4)

Ref	Steps from Solution 7	Quotes and annotations
1	Form Town Partnership	"What gave it legitimacy was the quality of the people undertaking it… they were people of motivation that couldn't be questioned" (IN38 r AC1).
2	Application made	… the county council recognises the Healthcheck and its legitimacy… the fact that it is a methodology... it give structure..., that it has been used by other towns and it's (part) of a 'health check movement" (IN38 r AC1).
3	Application considered to reach a decision	

Key Story 5 'Innovative use and juxtaposition of data'

This story focused on the juxtaposition of cues and frames and what MCTs did to enable those, as well as how it then dealt with the consequences. It is the story that best shows the MCT more purely as a technological tool.

FIGURE AP6.2.12**: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS5)**

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	Step 1 LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users	10 Step 1 MCT impact on purchase of CS London members on more meaningful information *Raw data is placed in new relationships with each other and with new sensemakers.* 10 Step 1 MCT impact on cue-frame connections made by CS London members and relevant to more meaningful information *LEQS provided the 'raw data' basis for new cue-frame connections.* *"What local authorities are quite good at is solving problems and then just going forward and not looking back and being reflective. What the LEQ information does is make third parties reflect on work rather than giving themselves time to appraise work" (IN22 r Ac2 / Ac5).* *"What this is trying to show in our discussions with housing is that you can see that detritus certainly in (this area) is an issue primarily in housing areas because caretakers do the sweeping on housing estates and don't focus on detritus, the soil and grit…" (IN22 r Ac2 / Ac5).*	belief construction
*2	Step 2 Emerging cues from this overlaying of data are made sense of.	10 Step 2 MCT impact on interest in innovative data management practices *Interest of participants arose when they could see the relevance of possible uses of newly compared or crunched data to management or reporting. This destabilised individuals' trajectories* *Interest of participants arose when they could see the relevance of possible uses of newly compared or crunched data to management or reporting. This destabilised individuals' trajectories*	Private actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		10 Step 2 MCT impact on interests regarding innovative data management practices – value positions *In all cases, LEQS resulted in some interests being affected.*	
		10 Step 2 MCT impact on epistemological awareness of capacity to innovate in data management *LEQS could provide the intellectual capacity by highlighting which cues and frames were comparable via previously untried representational and analytical techniques, for example, through the use of GIS mapping.* 10 Step 2 MCT impact on epistemological awareness of opportunity to innovate in data management *The stable status quo in cleansing services is 'little sharing of good practice and 'innovation'.*	Belief construction
*3	Step 3 re-crunching data accordingly.	10 Step 3 MCT impact on capacity to innovate in data management *Participants increased their intellectual capacity by taking part in cluster group innovation dissemination* 10 Step 3 MCT impact on opportunity to innovate in data management *Increased capacity created opportunities*	public actions
*4	Step 4 and thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public.	*lead to different / new primary beliefs,* 10 Step 4 MCT impact on purchase of managers on data *Innovative data practice entailed the application of a number of new frames to existing primary cues.* 10 Step 4 MCT impact on cue-frame connections of managers regarding data *New beliefs resulted from the innovative conjunction of cues and frames*	belief construction

FIGURE AP6.2.13: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "INNOVATIVE USE OF DATA + JUXTAPOSITION OF DATA" (KS5)

Ref	Steps from Solution 10	Quotes and annotations
1	Step 1 LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users	"we have something called technical support as well… at director level, goes into (member) local authorities and they get three days of free support per year" (IN23 r AC2) "We saw that parts of the contract weren't being used as well as they could be. The contract had been running since 2003 and we found a resource within the contract to reallocate those to the hit squads, which could go into land use classes which were underperforming…. I presented this information as part of a cluster group and said this is how we use this information, through mapping and in terms of resourcing issues, and it's very interesting to… to local authorities. But they often say that (a rich borough) can afford this sort of thing but they can't…. People ask why bother doing that, we have enough problems cleaning our streets and getting our indicators right" (IN22 r AC1).
2	Step 2 Emerging cues from this overlaying of data are made sense of.	As above
3	Step 3 re-crunching data accordingly.	"This survey produces a snapshot of what is on the ground in 900 transept locations. To multiply that into the full borough picture we look at the cleansing frequencies on all the bits of land where they found the fly tip and multiply it up for the full year. So basically if they don't find a fly tip there, they assume there's never one there, and if they do find one there, they assume there's always one there, which should balance out to the general picture. We also look at how many square metres of land we've looked at in the sample, for example, compared to how many square metres of land there really is and multiply it up like that. And that's basically the methodology behind producing the whole borough's figures" (IN26 r AC5)

Key Story 6 'Case for adopting BfL as policy'

This story is about how an MCT works based on the imaginability it enables regarding, not so much the primary issues of public space quality, but the issues of public space governance. The story also provides an example of how MCTs can work within the arena provided by a very formal process, the planning system.

FIGURE AP6.2.14**: S**EQUENCE OF THIS **G**OVERNANCE **S**OLUTION AND **MCT** IMPACT **(KS6)**

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
1	Housing Audit results published	11 Step 1 MCT impact on purchase of design quality decision-makers on powerful messages about housing design quality *The Housing Audit with the BfL as its basic evaluation mechanism, enabled purchase on and drew attention to the discrepancy of poor housing quality* 11 Step 1 MCT impact on cue-frame connections of design quality decision-makers regarding powerful messages about housing design quality *The Audit connected the 'cues', characteristics of recently built housing schemes, to the frame of 20 characteristics of 'good residential design' as set out by BfL. This produced the primary meaning about the quality of housing.*	Belief construction
2	Impact of Decision to campaign	11 Step 2 MCT impact on interest in campaigning *brought to attention the beliefs about the unsatisfactory quality of the housing built, and 'fixed' the beliefs. If these beliefs are then related to 'do nothing', then the cycle of belief and action is no longer stable. Which is why momentum to 'do something' about housing quality was generated, the trajectories of influential actors (Ac1) were destabilised, and a shift towards 'doing something' was inevitable.* 11 Step 2 MCT impact on interests reading campaigning – value positions *The new value position was given shape by BfL as a whole – that is, to campaign to adopt it.*	Private action

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		that action was required to improve housing quality. *The decision to campaign was related to the development control 'mechanism' which was seen by many as central to delivering quality housing: "We are relying on the planning process being the correct means of agreeing the overall design of the area…" (IN7 r Ac5).*	
		11 Step 2 MCT impact on epistemological awareness of capacity to campaign for BfL adoption *The campaigning actors were able to envisage use the BfL as the basis of increasing the intellectual capacity and political capacity.* *training sessions were part of the campaign and addressed the lack of intellectual capacity amongst councillors and officers to be able to judge housing quality for development control purposes.* *These doubled up as means of increasing the social capacity of range of actors to work together in future over design issues.* 11 Step 2 MCT impact on epistemological awareness of opportunity to campaign for BfL adoption *The BfL might have served to highlight this and encourage a decision to campaign… especially since BfL itself would have provided an immediate solution.* *The restabilisation in this Solution could be accomplished by convincing other relevant stakeholders – all the councillors on the planning committee, officers in departments such as highways design, and also potential planning applicants such as housebuilders and developers.* *the conduct of the Audit by a well-respected national organisation, CABE, meant that its findings (and thus, beliefs about housing quality) were the point of stability,*	Belief construction
3a	Campaign for adoption as policy	*The public actions that were both envisaged and planned included a direct campaign of persuasion for the adoption of BfL targeted at the development control committee members, including training using BfL, individual events to draw attention to the tool, and a pilot phase of using this as guidance in actual applications.*	Public actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		11 Step 3a MCT impact on capacity to campaign for BfL adoption *Capacity was required to be able to execute the various elements of the campaign. The BfL increased intellectual capacity sufficiently of all the engaged stakeholders to do this. It also increased political capacity of the promoters.* 11 Step 3a MCT impact on opportunity to campaign for BfL adoption *Housing Audit, not BfL directly.*	
3a	Campaign for adoption as policy	11 Step 3a MCT impact on purchase of stakeholders on message of the importance of good housing design *The campaign was embarked on, in which the BfL provided 20 dimensions around which stakeholders could focus.* 11 Step 3a MCT impact on cue-frame connections of stakeholders regarding message of the importance of good housing design *The 20 dimensions fix the cue-frame connections are provided by MCTs.* *MCT also provided cues of trustworthiness, and other motives, which are meta-meanings* *cues are the BfL itself, but also its potential performance in assessing the types of schemes that come across the authority's desk, as well as how it can help address public space management problems that councillors themselves are familiar with such as "post-implementation management (problems, which) people assume that the council will sort out" (IN12 r Ac1)*	Belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
3b	launch meeting	11 Step 3b MCT impact on purchase of attendees of launch meeting on message of the importance of good housing design *bringing together all relevant stakeholders and drawing their attention to the intention to adopt the BfL as guidance, and that no housing scheme over a certain size threshold would escape being assessed against it.* 11 Step 3b MCT impact on cue-frame connections of attendees regarding launch meeting on message of the importance of good housing design *cue here is the seriousness of BfL, as well as housing quality in general. The 'frame' called upon is of course, the withholding of planning permission should there not be compliance. "We won't accept substandard schemes any more, especially with regards masterplanning; we are ready to refuse schemes" (IN8 r Ac1).*	Belief construction
3c	councillor training	11 Step 3c MCT impact on purchase of attendees of councillor training on message of the importance of good housing design *increase purchase of councillors on issues via the BfL.* 11 Step 3c MCT impact on cue-frame connections of attendees of councillor training regarding message of the importance of good housing design *ensured that trainees connected cues to the frames that would produce primary meanings desired by the policy-makers/* *probably one of the most important tools, to articulate what it is that they know should be right about a scheme" (IN12 r Ac1).* *. This shaped the meta-meanings produced* *that the BfL itself was the right tool* *was the BfL was useful in dealing with issues that were directly relevant to a range of the councillors' work*	Belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
3d	joint training	11 Step 3d MCT impact on purchase of joint training attendees on message of the importance of good housing design *The BfL provided the excuse for purchase between actors during joint training involving both councillors (Ac3) and potential planning applicants (Ac6)* 11 Step 3d MCT impact on cue-frame connections of joint training attendees regarding message of the importance of good housing design *BfL was able to affect the cues and the frames that actors both project and receive from one another.*	Belief construction
3e	Pilot use of BfL as guidance	11 Step 3e MCT impact on purchase of planning applicants on message of the importance of good housing design *The compulsory use of the BfL during its pilot phase as planning guidance ensured that all actors had purchase on and were engaged on the issues of housing design quality.* 11 Step 3e MCT impact on cue-frame connections of planning applicants regarding message of the importance of good housing design *BfL's trustworthiness and reasonableness were meta-meanings that can be brought to bear via the cues provided by the BfL itself. BfL's effectiveness during would add weight to the campaign's message, that it is indeed a useful tool to be adopted.*	Belief construction

FIGURE AP6.2.15: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "CASE FOR ADOPTING BfL AS POLICY" (KS6)

Ref	Steps from Solution 11	Quotes and annotations
1	Housing Audit results published	"The CABE Housing Audit (based on BfL) found that 70-80% of the housing schemes built in the past 3 years in (the region) were 'poor'" (IN8 r AC2). This was cited as a key reason for moves to adopt BfL as one measure to help improve quality.

Ref	Steps from Solution 11	Quotes and annotations
2	Impact of Decision to campaign	"We won't accept substandard schemes any more, especially with regards masterplanning; we are ready to refuse schemes" (IN8 r AC2).
3a	Campaign for adoption as policy	"Members quite like it because CABE is involved" (IN8 r AC2). "it gives us that recognised confidence that we are not alone as an authority. We are often told by developers that so and so authority never does this, we have never been asked for that… (IN7 r AC1).
3b	launch meeting	"Members quite like it because CABE is involved" (IN8 r AC2). On the one hand, "housebuilders love it, as it helps themstructure their 'argument' in the design and access statements" (IN8 r AC2). On the other hand, some developers "see it as a very negative process… they were most discenchanted with the process, that's becuse we were asking for more" ((IN9 r AC3)
3c	councillor training	The BfL has "got it down to a reasonably crisp set of criteria to evaluate things against, which I think is just about managealbe in members' minds. Just about grasp the all in your head, almost" (IN12 r AC6).
3d	joint training	
3e	Pilot use of BfL as guidance	"It helps in that there is an "organised", 20 questions – "specific topics to be addressed, highlights topics". "At prelim and pre-planning stages, it gives us the confidence that we are raising the right issues at the right time with the developers, designers and consultants" (IN7 r AC1)

Ref	Steps from Solution 11	Quotes and annotations
		"Current approach – applications over 10 dwellings (i.e. major planning application), part of d and a statement will have to address criteria set out in Building for Life, we are monitoring that approach, if successful (it seems so so far), until we ve tried it for some months" (IN11 r AC5)

"If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (IN11 r AC5).

"Both in the council and in the developer organisation. Clearly those people who are promoting development will be setting out in their design and access statement, how they fell they have met the building for life criteria, and while they might feel that have met the BfL criteria, another professional may consider l that they have not. So even though you've got one tool, the flexibilities in it does give the leeway for different interpretations. Having said that, the great strength is the flexibility, so it is much more a matter of greater awareness and training rather than trying to be too rigid. Rather than say, to try and apply a design code across the whole of the city, which would be much more inflexible" (IN11 r AC5)

On the one hand, "housebuilders love it, as it helps them structure their 'argument' in the design and access statements" (IN8 r AC2). On the other hand, some developers "see it as a very negative process… they were most discenchanted with the process, that's becuse we were asking for more" (IN9 r AC3) |

FIGURE AP6.2.16: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS6)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*0	Adoption as policy in the future	14 Step 0 MCT impact on interest to adopt BfL as statutory policy *The BfL, and the Housing Audit raised the interest of relevant stakeholders in housing quality to a critical level.* 14 Step 0 MCT impact on interests regarding adopting BfL as statutory policy – value positions *There was a mix of 'for' and 'against'.*	private actions
*0		14 Step 0 MCT impact on epistemological awareness of capacity to adopt BfL as statutory policy *BfL could clearly be seen as providing the basic content for increasing the capacity of the range of stakeholders.* 14 Step 0 MCT impact on epistemological awareness of opportunity to adopt BfL as statutory policy *The potential advantages made adopting BfL itself as the means to address the problem raised by the Housing Audit an easy logical step*	belief construction
*0		14 Step 0 MCT impact on capacity to adopt BfL as statutory policy *The groundwork in Step 2 above is the extent to which actors have had capacity to introduce the adoption of the BfL as policy* 14 Step 0 MCT impact on opportunity to adopt BfL as statutory policy *Each step above created new opportunities on which to ultimately build the decision to adopt formally.*	*public actions*

FIGURE AP6.2.17: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "CASE FOR ADOPTING BFL AS POLICY (KS6)

Ref	Steps from Solution 14	Quotes and annotations
0	Adoption as policy in the future	"We won't accept substandard schemes any more, especially with regards masterplanning; we are ready to refuse schemes" (IN8 r AC2).
		"Members quite like it because CABE is involved" (IN8 r AC2).
		"It helps in that there is an "organised", 20 questions – "specific topics to be addressed, highlights topics". "At prelim and pre-planning stages, it gives us the confidence that we are raising the right issues at the right time with the developers, designers and consultants" (IN7 r AC1).
		"If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (IN11 r AC5)

Key Story 7 'Learning and relationship building in interactive arena'

This key story is about the possibilities of interactive arenas, especially the learning and relationship-building aspects of this. In SNE, the CSA was very much a first point on engagement between local residents and officials, and the success of 'joint learning' was obvious. Compare this to the sparse evidence in SND for success of joint learning. So the question of trust and relationships are also a focus here, as they were in Key Story 4.

FIGURE AP6.2.18: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS7)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	The CSA was carried out, underpinned by network of consultation and relationship-building exercises	15 Step 1 MCT impact on purchase of walk participants on issues and on other actors during the walk to gain skills and confidence to act on the walking environment *The CSA provided the occasion – the Audit Walk – and the content on which actors need to have purchase. The very doing of the walk made big changes to the relationships between people because it provides an arena for mutual purchase, and an opportunity for actors to adjust their 'relative power. A sense of confidence and relative power, and being on level playing field with officers and professionals began there.*	belief construction
*2a	new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence	15 Step 1 MCT impact on cue-frame connections of walk participants on issues and on other actors during the walk to gain skills and confidence to act on the walking environment *The Walk was facilitated by professional facilitators, where cues of 'walking environment quality' were pointed out, with 'frames' provided as to how these were to judged to make sense.*	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*2a	As above	15 Step 2a MCT impact on interest in gaining skills and confidence to assess the walking environment *The Walk generated a great deal of new interest in the walking environment, mainly by 'opening the eyes' of local people and officers alike. Cues were made relevant and therefore meaningful.* 15 Step 2a MCT impact on interests regarding skills and confidence to assess the walking environment– value positions *At this point, the change in value positions were varied.*	Private actions
*2a		15 Step 2a MCT impact on epistemological awareness of capacity to assess the walking environment *The awareness of how that capacity could be deployed arose after the Audit Walk possibly during discussions of the Steering Group, much later, although the Walk enabled the realisation of many of the participants, of their initial lack of intellectual technical capacity regarding the walking environment, but also of the possibility of increasing this.* *By its very nature, interactions between individuals who are relevant stakeholders, did this.* 15 Step 2a MCT impact on epistemological awareness of opportunity to assess the walking environment *The CSA and the follow up invitations to participants in the Steering Groups provided opportunities to assess the walking environment problems in the form of both the arena provided, that is, the Steering Group, the content for discussion.* *The Audit walk was an opportunity for purchase of actors on other actors leading to interactions and potential relationships, as well as the awareness of its potential… It's a holistic approach and*	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		the street audit is one of the elements of part of a huge program to make a safer and strong community" (IN29 r Ac4).	
*2a		*This is an instance where it is likely that the epistemological awareness of capacity and opportunity only arose after the capacity and opportunity was exercised, in the arena of the 'Consultation Steering Group' which the participants of the Walks were invited to join and which enabled the exercise of capacity and realisation of opportunity* 15 Step 2a MCT impact on capacity to assess the walking environment *Walk participants developed the intellectual capacity* 15 Step 2a MCT impact on opportunity to assess the walking environment *The Audit walk itself was an opportunity.* *The CSA also increased opportunities to change the levels of trust in other stakeholders and confidence in dealing with them regarding the technical issues of the walking environment. The most obvious way in through the Steering Group. "... very much as a two-way process: on the one hand it is about giving people the opportunity to communicate what they think about the public space that they use, and how it might be improved, but it's also about giving those people a better understanding about how it works" (IN33).*	public actions
*3	Led to change in relationship of trust and confidence	15 Step 3 MCT impact on purchase of all walk participants on cues of trust and confidence through the direct contact between facilitators and stakeholders, and between the different stakeholders. 15 Step 3 MCT impact on cue-frame connections of all walk participants regarding cues of trust and confidence	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		The CSA did provide the reasons for discussion in the form of the issues raised by its dimensions. *It is through interactions first enabled by the CSA that the local authority officers develop trust in local people*	
*4	Local residents invited to joint consultation Groups	15 Step 4 MCT impact on interest to engage local stakeholders *This was how the possibility of destabilisation of the governance path was made real for some local residents who had participated in the CSA Audit walks* 15 Step 4 MCT impact on interests regarding engaging local stakeholders – value positions *Local residents were keen to join the groups, and were well-represented*	private actions
*4		15 Step 4 MCT impact on epistemological awareness of capacity to engage local stakeholders *Local residents who were invited recognised the potential for their capacity should they accept. The LSP recognised the potential of the CSA and local resident participation in improving the built environment* 15 Step 4 MCT impact on epistemological awareness of opportunity to engage local stakeholders *For local residents, participation in the Steering Group provided the opportunity to apply their newly acquired intellectual capacity.* *For LSP, this was opportunity to further their agenda for more engagement.*	belief construction
*4		15 Step 4 MCT impact on capacity to engage local stakeholders *The beliefs enabled by CSA were translated into public action* 15 Step 4 MCT impact on opportunity to engage local stakeholders *these actions needed an arena in which to be played out.*	public actions

FIGURE AP6.2.19: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "LEARNING AND RELATIONSHIP BUILDING IN INTERACTIVE ARENA' (KS7)

Ref	Steps from Solution 15	Quotes and annotations
1	The CSA was carried out, underpinned by network of consultation and relationship-building exercises	"... the grasp of what's what and the confidence of the community/people. And a big part of that came from having doing that actual training with community and officers having a laugh and chat, breaking down the barriers. That human side and common parlance can't be bought" (IN31 r AC4).
2a	new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence	"The expertise of the auditors and Living Streets made a difference.... They highlighted stuff that would never have crossed our minds at all, and I ve even seen them on the box down in London giving opinions about cyclists jumping lights. Obviously they are very professional. And they did a massive presentation at the end of their audit, they really put some serious work in" (IN32 r AC5). "Footpaths, you have to have dropped curves. Fairly obvious, but it was the way in which they approached it that was different from the standards way that the council approached it. And the way they explained, this needs to have a slight curve on it to prevent a runaway situation with a wheelchair – ah" (IN32 r AC5). "I ve lived here for 56 years, and when you look down the street, well you just never thought about these tnings. But when he highlighted. Oh yah, it looks awful" (IN32 r AC5).
3	Led to change in relationship of trust and confidence	gave people a common language to talk about everyday things in a way that meant something to everyone.... There is a common purpose between the members of the community and the officers and getting that equality and an understanding of the constraints on each side; the real need and desire of the community. You get the trust that the community can have good solutions..." (IN31 r AC4).

Ref	Steps from Solution 15	Quotes and annotations
4	Local residents invited to joint consultation Groups	"It was a big learning curve for the officers as well…Once the council realised that the civilians on the committee, like myself, were generally out to see things work right, they tended to accept it more" (IN32 r AC5). "They're also then able to communicate the whats, whys and wheres in a clearer manner and more understanding that cascades through into the community rather than everyone huddled in the corner complaining about what the council didn't do" (IN31 r AC4).

Key Story 8 'Empowerment through increased knowledge'

This key story is about the power of knowing and also the power of knowing about the possibilities opened up because of knowledge.

FIGURE AP6.2.20: SEQUENCE OF THIS GOVERNANCE SOLUTION AND MCT IMPACT (KS8)

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
*1	Step 1 Issues concerning proposals raised in Consultation Group	16 Step 1 MCT impact on **purchase** of all Steering Group members on issues of walking environment *CSA enabled presentation of issues raised by the Audit to the Steering Group in a commonly understood language* 16 Step 1 MCT impact on cue-frame connections of all Steering Group members on issues of walking environment *cue-frame connections contained within its dimensions*	*belief construction*
*2	Step 2 Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk	16 Step 2 MCT impact on **interest** in issues discussed in the Steering Group *Already interested by virtue of participation* 16 Step 2 MCT impact on **interests** – value positions regarding issues discussed in the Steering Group *enabled articulation of the problems. CSA shaped but did not dictate them.*	private actions
*2	As above	16 Step 2 MCT impact on epistemological awareness of capacity *Ac1 had begun to be aware of their intellectual capacity during the Audit Walk. This developed further, as well as political capacity, within the Steering Group* 16 Step 2 MCT impact on epistemological awareness of opportunity	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		That Ac1 were highly aware of the opportunity available to them enabled them to grasp them.	
*3	Step 3 Issues investigated by local resident Group members	16 Step 3 MCT impact on purchase of local resident group members on spending decision issues raised in group meeting *The CSA provided purchase on these issues.* 16 Step 3 MCT impact on cue-frame connections of local resident group members regarding spending decision issues raised in group meeting *The skills learnt during the CSA Audit walk were deployed to discriminate between what was worth proposing, and what was not:*	*belief* *construction*
*4	Step 4 Local resident Group members develop new ideas about proposal	16 Step 4 MCT impact on interest in developing new proposals *The CSA helped Ac1 understand the relevance of the issues to them.* 16 Step 4 MCT impact on interests regarding developing new proposals – value positions *The CSA shaped the principles on which these ideas were based. The Audit Walk training had instilled enough confidence to then modify these interests, if necessary.*	private actions
*4		16 Step 4 MCT impact on epistemological awareness of capacity *Ac1 had begun to be aware of their intellectual capacity during the Audit Walk. This developed further, as well as political capacity, within the Steering Group.* 16 Step 4 MCT impact on epistemological awareness of opportunity *That Ac1 were highly aware of the opportunities presented by the Steering Group to enact their interests were clear, as they insisted on being listened to*	*belief* *construction*
*5	Step 5 Local resident Group members	16 Step 5 MCT impact on capacity *They also enabled these actors to seek further information on technical issues not actually discussed*	public actions

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
	contribute this to discussion in Group -	*in the CSA, to further increase capacity* 16 Step 5 MCT impact on opportunity *both boosted in confidence by their new skills based on the CSA and in their status as members of the steering groups, which provided the opportunity for speaking up.*	
*6	Step 6 Consultation Group members consider	16 Step 6 MCT impact on purchase *this link was becoming tenuous as Ac1 developed their own detailed agenda.* 16 Step 6 MCT impact on cue-frame connections *The impact of the CSA on the cue-frame connections was indirect as Ac1 invoked the legitimacy of the Steering Group as the decision-making body. The cue was rather, the commitment of all group members*	belief construction
*7	Step 7 Consultation Group members capitulate	16 Step 7 MCT impact on interest in capitulating *Interest was ensured, but increased as the proposals put forward by Ac1 challenged established practice of procurement decisions.* 16 Step 7 MCT impact on interests regarding capitulation – value positions *The CSA had no direct impact on the interests regarding capitulation.*	private actions
*7		16 Step 7 MCT impact on epistemological awareness of capacity *CSA ensured that the epistemological awareness of its status gave other non-resident Steering Group members the political capacity to capitulate* 16 Step 7 MCT impact on epistemological awareness of opportunity	belief construction

Ref	ANALYTICAL STEP	Sub step - MCT impact on Condition	Achieves B / PrA / PuA
		CSA had no discernible impact	
*8	Step 8 Proposals delivered	*Ultimately the public action was that all group members capitulated. The CSA could arguably be said to have enabled this decision by laying the foundation for a number of pathways that led to it.* 16 Step 8 MCT impact on capacity 16 Step 8 MCT impact on opportunity	public actions

FIGURE AP6.2.21: ANNOTATED QUOTES FROM DATA FOR KEY STORY: "EMPOWERMENT THROUGH INCREASED KNOWLEDGE" (KS8)

Ref	Steps from Solution 16	Quotes and annotations
1	Issues concerning proposals raised in Consultation Group	"The thrill in people's faces to know that they can sit there on an equal level around the table with the people who are planners, regeneration people and could voice their opinions" (IN31 r AC4).
2	Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk	"When we decided what we wanted to do, which had to do with the street furniture, we were given catalogues to look through to see what the furniture was. Wanted trad Victorian furniture." (IN32 r AC5).
3	Issues investigated by local resident Group members	"We looked through and thought, blimey, these are dear, £1000 for a park seat with installation. I went and rang up the company myself, and said what's the price, 31 seats etc. got a deal from suppliers, and went back next week, dropped it on the table, and their jaws all dropped as well. And the co was willing to install the whole lot as well" (IN32 r AC5).
4	Local resident Group members develop new ideas about proposal	"One of those things that the street audit highlighted, we didn't reduce carparking, in fact increased it, but we've given the traders another chance to capture some trade" (IN32 r AC5). "We just woudnt budge on one or two things, like the colour, which we felt was really important. Because we know were not going to accept that, if we had to cut the number of seats to do that, we will.... (we had) much more control over what (council officers) were doing (IN32 r AC5)

Appendix 6.3

Narrative of how MCTs work: Analytical Steps for all Solutions, sub-steps described and the induction of 'conditions'

Note: Those Solutions associated with Key Stories denoted by '*'.

Solution Network A

*Solution 1: Commitment to act on the CSA recommendations, culminating in the formation of the Steering Group to deliver on them

c.f. KEY STORY 1

Points of MCT impact

STEP 1 THE CSA CONDUCTED, RESULTS MADE SENSE OF

On belief construction

1 Step 1 MCT impact on purchase of Ac3, Ac4, Ac5 – actors with power - on info and actors necessary for commitment

The CSA introduced new 'beliefs' about the state of the walking environment by drawing attention to undesirable qualities of the public space and enabled a range of actors purchase issues of the walking environment, including those that were already known to some actors, but not to others. This immediately raised the need for action, especially with Ac3, Ac4, Ac5.

1 Step 1 MCT impact on cue-frame connections of Ac3, Ac4, Ac5 – actors with power - regarding relevant for commitment

CSA facilitators helped highlight cues of a quality walking environment, and provide frames for their evaluation. These were formalised and made public in the CSA report.

"…before the street audit we had a fairly good idea what the access issues were… the street audit crystallised that, set that out in a more formal way..." (IN6 r Ac3). The CSA walk, the report and the public meetings to discuss it were the key mechanisms that transmitted individual sensemaker knowledge into something much more official, shared and 'public'. It also affected the state of substantive content, thereby impacting the governance path by affecting the possibility of commitment engendering issues raised by the CSA to be committed to.

*STEP 2 CONSIDERATION OF RESULTING BELIEFS AND COURSES OF ACTION

On private actions

1 Step 2 MCT impact on interest in commitment – "does this matter?"

The impact of the CSA Audit report on the different stakeholders was different. For Ac4, proactive officers, the results revealed issues of interest, such as what key improvements

were required. For most officers of the transport department, there was an increase in interest in these issues, as the CSA and some follow up surveys were carried out (Ac3).

1 Step 2 MCT impact on interests regarding commitment – value positions

Officers reflected on their projected decision to commit to results of the CSA report, as commitments are public acts with high stakes in terms of affecting whether, for example, an actor strengthens / weakens his / her group membership or sense of belonging to it (Hogg 2010), whether actor is compelled by desired to please others (Hogg 2010), whether actor feels the need to manage others' impression of self (Hogg 2010, Weick 1995).

There was a 'my side of the story' quality of evidence coming from the diverse interviewees. For example, the apparently piecemeal nature of actions to obtain funding for projects arose out of the opportunistic 'facilitating' actions of a few activist officers (Ac4), and the discussion of what other actors did or should have done. Whatever the reasons, the public existence of the CSA report had the impact of harmonising public actions, because it could not be ignored, and be seen publicly doing so, or rejecting something so widely endorsed would contradict any one of the reasons above. Endorsements apart, the commitment to the CSA recommendations was an extension of the earlier commitment to address severance in that area caused by a major road. "Very early on… the emphasis moved away from looking at the road itself, to looking at the solutions that local had found for themselves and were using already" and looking for ways to improve those (IN1 r AC3).

On belief construction

1 Step 2 MCT impact on epistemological awareness of capacity for commitment

For Ac3 and Ac4, the CSA was an **opportunity** to:
(1) consult with local people on these issues at the same time,
(2) identify and make visible issues in the walking environment, and to
(3) consider a public commitment to act on them.

By increasing **intellectual capacity**, this helped to make acting on the CSA recommendations imaginable, and ultimately, enabled commitment to a 'known quantity'. By increasing **political capacity** through its endorsed and trusted nature, the CSA enabled commitment to its results. The CSA presented a good opportunity for demonstrating the commitment to making improvements. Ac4 were alert to both the capacity and opportunity that the emerging CSA results would bring and sought to extend the influence of those results. Ac3, whose commitment to the CSA mattered most as they were key decision-makers, gradually increased their awareness of what capacity CSA could add to their work.

1 Step 2 MCT impact on epistemological awareness of opportunity for commitment

[For Ac3 and Ac4, the CSA was an **opportunity** to:

(1) consult with local people on these issues at the same time,

(2) identify and make visible issues in the walking environment, and to

(3) consider a public commitment to act on them.

"(Senior officers) felt there was some kind of reassurance by tackling some of the recommendations of the audit, that they were doing something positive that would make a difference" (IN5 r AC5).

By increasing **intellectual capacity**, this helped to make acting on the CSA recommendations imaginable, and ultimately, enabled commitment to a 'known quantity'. By increasing **political capacity** through its endorsed and trusted nature, the CSA enabled commitment to its results. The CSA presented a good opportunity for demonstrating the commitment to making improvements. Ac4 were alert to both the capacity and opportunity that the emerging CSA results would bring and sought to extend the influence of those results. Ac3, whose commitment to the CSA mattered most as they were key decision-makers, gradually increased their awareness of what capacity CSA could add to their work.]

See above.

*STEP 3 COMMITMENT GRADUALLY BUILT UP, SETTING UP STEERING GROUP

On public actions

However achieved, commitment became a watershed which could not be easily reversed.

The public action is essentially that of public commitment to the recommendations of the CSA by Ac3, Ac4, Ac5.

1 Step 3 MCT impact on capacity for commitment

The CSA helped to put in place sufficient intellectual and potential political capacity for committing to the results of the CSA. This culminated in the setting up of the Steering Group. This was relatively un-contentious and low cost nature of this action. Furthermore, the local authority is empowered both politically and financially to do so. This served to formalise this commitment, and can be seen as the solution to a problem of the governance path tipping back over into a destabilised state of multiple directions.

1 Step 3 MCT impact on opportunity for commitment

The CSA's deployment, publication of the report and subsequent public meetings created **opportunities** for individuals to recast their position as one of shared 'public' commitment to CSA recommendations. The CSA results presented as a formal report in a public meeting attended by possible funding contributors (Ac5), council officers (Ac3, Ac4) and other relevant stakeholders set the scene for this. "(Senior officers) felt there was some kind of reassurance by tackling some of the recommendations of the audit, that they were doing

something positive that would make a difference" (IN5 R AC5). For Ac4, there was the opportunity to extend the influence of the CSA recommendations through follow up surveys. For some, the meeting provided the opportunity for contribution or change that destabilised, for example, the local superstore (Ac5) wishing to contribute to the local area. For others, it was the sheer undesirability of some of the issues revealed (Ac4).

*Solution 2: Achieved cross disciplinary, less fragmented stakeholder deliberations within steering group

c.f. KEY STORY 1

Introduction

GOVERNING SOLUTION STATE CHANGE

State B2: **no participation** in joint decision-making, **fragmented approach** to delivering public space projects

State B3: **participation** in joint decision-making, **less (or differently configured) fragmented** approach to delivering public space projects

Sequence of this Governance Solution and MCT impact

This is a 'single step' solution based on the public action of the Steering Group having been set up. The deliberations involve the multi-actor, multi-issue negotiation, some aspects of which were discussed during research interviews and reported in the Appendix xxx. All the deliberations have an overarching purpose, which is to deliver a 'state of things' that sufficiently fulfils meta-meaning requirements for all stakeholders.

Points of MCT impact

*SINGLE STEP: STEERING GROUP SET UP, PURCHASE OF ACTORS ON ISSUES, ACTORS ON ACTORS – MULTI-PARTY, MULTI-ISSUE NEGOTIATION ENABLED

On belief construction

2 Step 0 MCT impact on purchase of Steering Group members on those info and actors necessary for deliberations

Once the Steering Group was set up, mutual purchase was enabled for the range of participants. In the meetings, it was no longer the CSA but direct participation in the Group that enabled purchase, both on information, but also on other actors.

2 Step 0 MCT impact on cue-frame connections of Steering Group members regarding relevant information for deliberations

CSA put in place cue-frame connections that dealt with complex and equivocal of information that characterises most public space governance. One finding is the inherent fragmentation of responsibility in public space, which is illustrated by this typical scenario: "most of the time there is a padlock that nobody seems to have the key for, although we believe it's somebody on the other side of the [ ] Estate who has the key for it, but nobody was willing to break it, because these days… if you break it, you pay for it. The fire brigade can't use it because it's permanently locked" (IN4 r AC4). Complexity and fragmentation meant people, including officers, did not know where to start, and were discouraged from trying to solve the problems. For example, "There were some barriers on the cycle route and we couldn't find out what the purposes of the barriers was" (IN6 R AC3). Walking environment issues involved "a diverse group of stakeholders as there was so much to tackle that no particular service group had responsibility for all of it" (IN5 R AC4); that is, highly interdependent.

Due to the extreme complexity and equivocality of cues, a single arena such as the Steering Group meetings, was potentially the most effective means for complex multi-actor, multi-issue negotiation, provided that the communications were structured to deal with that complexity and equivocality, and potential turbulence arising. The CSA was the obvious source of such a framework providing primary cue-frame connections via its dimensions.

However cues for some **meta-meanings** such as trustworthiness of data and procedural justice of the consultation process, were important, to make the CSA primary content the stable and therefore preferred basis for deliberations and negotiations.

The cues arise from the deliberations within the Steering Group and would take into account, not just the issues of public space from the ground, but other actors' positions (e) on the matter.

Frames can arise from each stakeholders' needs or past experience, but can be informed by the CSA and the positions of other stakeholders, the basis of epistemological awareness of 'capacity' and 'opportunity' to achieve each stakeholder's governing aims. One example is discussed in Solution 4, where, from the CSA results, the positions of some stakeholders Ac2 were anticipated to be changeable, which created an opportunity for change to be instituted using a very particular strategy. The CSA acted here to bring that the fact of those positions to the attention of those who had an interest in seeking change (Ac4).

In the end, if public actions are to happen, then the meta-meanings of each actor must be acceptable according to his own local rationality / motives (think DQI), and the common primary object must generate sufficiently acceptable meta-meanings for all relevant actors.

On private actions

The relationships between private and public actions in this solution are extremely complex. However, all private-public relations are strongly mediated by the arena and the norms that govern it. These include the implied commitment to give voice to all participants, and the adherence, at least initially, to the priorities set out by the CSA report.

2 Step 0 MCT impact on interest to achieve cross disciplinary, less fragmented stakeholder deliberations within steering group – "does this matter?"

The conduct of the CSA made the complexity, fragmentation and turbulence apparent and 'public', and therefore no longer avoidable, destabilising a 'hurting stalemate' situation, which was unacceptable but stable, and creating impetus in seeking a solution. "I suppose what the community street audit did was to leverage-in ideas and create momentum" (IN5 R AC4). Those stakeholders who were sufficiently interested would have attended the Steering Group meetings, which is a signal of interest.

2 Step 0 MCT impact on interests – value positions regarding achieving cross disciplinary, less fragmented stakeholder deliberations within steering group

Some stakeholders 'sat up and listened' to the recommendations of the CSA report. The most obvious example of this is discussed in Solution 4 below, where the CSA result reversed the positions of some actors in the light of new evidence based on the CSA. In other cases, the CSA simply served to confirm value positions held. EXPAND

On belief construction

2 Step 0 MCT impact on epistemological awareness of capacity

Epistemological awareness of capacity and of opportunity was increased largely through direct interaction between actors, underpinned by the CSA in many cases. Awareness of capacity and opportunity was highly changeable within the Steering Group interactions.

2 Step 0 MCT impact on epistemological awareness of opportunity

See above.

On public actions

2 Step 0 MCT impact on capacity

The CSA improves or forces the improvement of intellectual technical capacity across the range of actors which can enable realisation. In some cases, for example, the building the bridge case discussed in Solution 4, the CSA enabled purchase which was not previously there. In other cases, the CSA enabled focus on relevant cues or meanings in a situation of complexity and equivocality of information. In yet others, not in this particular Solution Network, the CSA acted as an educational tool.

The CSA increases the political capacity of those whose positions are in line with its own recommendations, that is, the CSA can back up particular value positions. One example is in applying for funding. "…before the street audit we had a fairly good idea what the access issues were… the street audit crystallised that, set that out in a more formal way..." (IN6 r AC6).

Finally, the CSA increased **social capacity** by enabling the purchase of Group members on each other as the acceptance of "inter-disciplinary work, working with partners, and… with different funding streams" increased (IN1 r AC1). Internally in the authority, "People like (IN2 r AC2) and (IN6 r AC6) have been around for years and in the same department but they have never met each other. One is highways and one is parks... they should really have worked together before... " (IN5 r AC4). The agenda provides commonality of language, reframing issues in an agenda that everyone has agreed to use.

2 Step 0 MCT impact on opportunity

The Steering Group itself, whose foundation is based on the CSA, is the opportunity for purchase of actors on issues and bringing private actions to bear on the governance path. It provided the opportunity to bring "different contributions together, and (set out) in a framework / masterplan" (IN1 r AC1).

Solution 3: Obtain or invest resources

<u>Introduction</u>

GOVERNING SOLUTION STATE CHANGE

State B1: no making case for funding or prioritising resources
State B2: **no use of CSA evidence** in making case for funding and prioritising resources
State B3: **use of CSA evidence** in making case for funding and prioritising resources – adds weight

<u>Sequence of this Governance Solution and MCT impact</u>

Step 1 Funding application formulated based on agreed fund-seeker beliefs, application made – This is a public action
Step 2 Application considered to reach a funding decision – This is a public and private action of the fund-givers, resulting in a belief, and then action of the funding decision.
For this Solution, the fundseekers (Ac3 and / or Ac4) and fundgivers (Ac3 or Ac5, at different times) are treated as two individual groups with the characteristics of individual, as far as this research is concerned.

<u>Points of MCT impact</u>

STEP 1 FUNDING APPLICATION FORMULATED BASED ON AGREED FUND-SEEKER BELIEFS, APPLICATION MADE

On belief construction

3 Step 1 MCT impact on purchase of fund-seekers on info and actors necessary for making funding application

The CSA was the basis of the case for funding.

3 Step 1 MCT impact on cue-frame connections made by fund-seekers relevant for making funding application

The CSA provided the dimensions of which cues-frame connections helped describe the issues which required funding. For both the fund-seeker to fund-seeker relations, and fund-seeker to fund-giver relations, the CSA can help identify issues of shared concern, thus common states of belief, and accelerate agreement.

On private actions

3 Step 1 MCT impact on interest in obtaining funds – "does it matter?"

The CSA was central in defining to audiences what mattered, therefore what walking environment issues should be of interest. It was notable here that although the problem that initiated the doing of the CSA persisted and had not been entirely solved, the CSA was successfully deployed to broaden the scope of interest of officers who might not otherwise have cared for solutions the CSA proposed.

3 Step 1 MCT impact on interests – value positions

The CSA made public the problems with walking environment. How and what value positions each actor eventually settled into is not controlled, but very clearly influenced by the CSA, directly or otherwise. EVIDENCE IN1 r AC1

On belief construction

3 Step 1 MCT impact on epistemological awareness of capacity to make funding application

The CSA also contributed to a level of strategic thinking and thus, intellectual capacity, about the dynamical characteristics of the situation. For example, the CSA enabled a 'semi-ready', 'ready-related' case to be made so that when funding became available, it was possible to put in a proposal which was part of a wider framework of improvements. "It snowballed a little so that kind of funding suddenly appeared and they wanted to target it towards an area where they could make a difference as illustrated through the community street audit" (IN5 R AC4).

3 Step 1 MCT impact on epistemological awareness of opportunity to make funding application

The CSA helped fund-seekers create, recognise and grasp **opportunity** to act; that is, affects **epistemological awareness**. For example, the CSA report was often referred to, even informally, when seeking funding commitments. For example, said one fund-seeker, "I picked it up big time with anyone I spoke to. It was the catalyst to get the funding" (IN3 r AC3).

On public actions (of fund-seekers)

MCT impact on capacity to make funding application

See "MCT impact on epistemological awareness of capacity to make funding application" above.

MCT impact on opportunity to make funding application

See "MCT impact on epistemological awareness of opportunity to make funding application" above.

STEP 2 APPLICATION CONSIDERED TO REACH A DECISION

On private actions

The funding decision is so central to the governance path, so decisions by the individual group of fund-givers have direct impact the path, conflating the analytical categories of 'private action' and 'public action'.

3 Step 2 MCT impact on interest in giving funds – "does this matter?"

Fundseekers deployed CSA to deliberately **draw attention** of fundgivers (Ac3, Ac5) to **issues requiring action**, making the case for that expenditure. The CSA was the means to **interest** fund-givers.

3 Step 2 MCT impact on interests regarding giving funds – value positions

The CSA dimensions and recommendations are 'points of stability' on which the case for funding is made. The CSA is set up as 'series of clearly articulated principles seeking universal acceptance as objective', and thus is also a set of beliefs to be easily committed to by a range of stakeholders, be it fund-seekers or fund-givers. It provided a broadly shared, clearly articulated, widely endorsed and thus stabilised series of meanings by reducing equivocality efficiently. It constitutes a set of pre-determined primary meanings that ostensibly meet many relevant meta-meanings. Conforming to those primary meanings is the most expeditious, but not necessarily the easiest, way to achieve relevant meta-meanings for the range of stakeholders, thus enabling agreement on primary meanings to be reached more quickly between fund-seeking sensemakers, and satisfying the meta-meaning requirements of fund-seekers and fund-givers.

On belief construction

3 Step 2 MCT impact on epistemological awareness of capacity to make funding decision

the CSA provides the fund-giver with **intellectual capacity** to recognise that the discrepancies in public space that need action and to make an informed decision. The CSA was also the basis of increased **political capacity** for fund-givers who make decisions based on the CSA; it is safer for future impression management. "I think issues were identified there…" (IN5 R AC4).

The CSA may in some cases, enable the application in the first place, for example, where funding rules dictate the need for evidence formalised in particular ways.

3 Step 2 MCT impact on epistemological awareness of opportunity to make funding decision

In this case, the CSA may have contributed to the awareness of fund-givers of opportunities for fund-giving decisions although there is no direct evidence. It should be pointed out that CSA did contribute *within* the opportunity created by the funding application as it was the basis of the applications.

On public actions

Funding decisions are so central to the governance path that they are automatically transmitted to impact on the governance path.

3 Step 2 MCT impact on capacity to make funding decision

See "MCT impact on epistemological awareness of capacity to make funding decision" above.

3 Step 2 MCT impact on opportunity to make funding decision

See "MCT impact on epistemological awareness of opportunity to make funding decision" above.

*Solution 4: Strategies to overcome 'stalling' and initiate action

c.f. KEY STORY 2

Introduction

GOVERNING SOLUTION STATE CHANGE

State B2: issues known to residents and to officers not wanting change, but **unknown to officers wanting change,** who have **no evidence / knowledge of the issue**.
State B3: issue **known to officers wanting change**, **have evidence / knowledge** and strong constructed argument to build bridge, bridge built

<u>Sequence of this Governance Solution and MCT impact</u>

Step 1 The CSA was carried out
Step 2 The results of the CSA was made sense of by Ac4
Step 3 Follow up study was conducted by Ac4 with carefully orchestrated questions to ensure 'right' beliefs by controlling 'frames'
Step 4 Responses to study as expected

<u>Points of MCT impact</u>

*STEP 1 THE CSA WAS CARRIED OUT

On belief construction

4 Step 1 MCT impact on purchase of proactive officers on info and actors necessary for overcoming stalling

The foundational contribution of the CSA was to enable relevant officers (Ac4) to have purchase on the issue of the bridge in the first place. The fact that the issue was of interest meant that the noticed cues were immediately de-stabilising and empowered them to act by strategising and to carry out a follow up survey to uncover and in fact, to reconstruct the situation in a way that would see the bridge built.

4 Step 1 MCT impact on cue-frame connections of pro-active officers regarding info and actors that were the opportunity for overcoming stalling

The CSA revealed serious discrepancies for Ac4 in the first instance; that is, Ac4's belief and its trajectories were affected.

*STEP 2 THE RESULTS OF THE CSA WAS MADE SENSE OF BY AC4

On private actions

4 Step 2 MCT impact on interest in overcoming stalling / making routes safe – "does this matter?"

The results of the CSA showing the state of things regarding the dangerous crossing conditions because of the lack of a bridge created interest because it was a glaring discrepancy.

4 Step 2 MCT impact on interests regarding overcoming stalling / making routes safe – value positions

The problem of 'the bridge' was **highly undesirable**: "... there is a canal feeder that separates some of the residential areas from schools and facilities. This was regularly filled with shopping trolleys etc, to the degree that mothers and children were using the trolleys as stepping stones… People were walking in excess of a mile for access to say a school, which was actually only a few hundred yards in a straight line. But you couldn't really get there. And the long diversion was taking them onto the very narrow and uncomfortable footway of the North Circular Road" (IN1 r Ac3).

On belief construction

4 Step 2 MCT impact on epistemological awareness of opportunity to overcome stalling

The CSA provided the basis of the **opportunity** that was grasped strategically by Ac4 with well-developed epistemological awareness, to change the governance path.

4 Step 2 MCT impact on epistemological awareness of capacity to overcome stalling

Officers (Ac4) conducted a survey, which is an acceptable format of data collection. This increased their own **political capacity** to ensure action based on that survey.

On public actions

4 Step 2 MCT impact on opportunity to overcome stalling

The opportunity was simply knowledge of the possibility to act, and included the fact that the CSA revealed the need for the bridge, and provided the opportunity and basis for follow up survey.

4 Step 2 MCT impact on capacity to overcome stalling

The Solution governance path shifted from 'no bridge' to 'bridge' because of change in trajectories of all the actors, in different ways. The path was affected because Ac4 took deliberate and highly designed action to do, because the situation was so unacceptable. CSA provided intellectual capacity, and the basis for building political capacity to make this change.

The follow up survey can be seen as the elaboration and strengthening of beliefs that support the building of the bridge, beliefs first identified in the CSA. The second wave of destabilisation was carefully designed to transmit a shift in individual officer trajectories (Ac3) to shift in governance path through belief-driven initiation.

*STEP 3 FOLLOW UP STUDY WAS CONDUCTED WITH CAREFULLY ORCHESTRATED QUESTIONS TO ENSURE 'RIGHT' BELIEFS BY CONTROLLING 'FRAMES'

On belief construction

4 Step 3 MCT impact on purchase of survey 'respondents' on issues on unacceptable danger for children going to school

In the introduction of the follow up survey, officers (Ac4) deliberately destabilised the trajectory of the survey respondents through the survey design, by drawing attention specifically to a point of undesirability (children did not have access to a safe route to school), and actually heightening that undesirability, thus raising the level of **interest** while **creating a new set of beliefs.**

The important audiences were Ac2 and Ac3. The CSA provided the basis for understanding the positions of various stakeholders, and enabled officers (Ac4) to strategise accordingly.

4 Step 3 MCT impact on cue-frame connections of survey 'respondents' on issues on unacceptable danger for children going to school

This involved a survey that would re-frame preferences and designed to draw attention of respondents to the issue of 'safety of children', as opposed to 'security', which reframed the bridge issue completely. "What we did was to ask residents in the household survey, "did you know that this was a school route and children were forced to cross the bridge in this way? Do you still think there shouldn't be any access?" (IN5 r AC4) "This made them think in terms of young children in the estate and ppl were then more positive about opening up the route" (IN5 r AC4). This was sensemaking management through 'manipulation' because action was taken to do a survey that was likely to produce supportive evidence, and argument because the survey, in fact, set out an argument to change minds.

The CSA did not provide cue-frames in this instance, but it provided the stable basis on which the premise of asking the question was founded.

*STEP 4 RESPONSES TO STUDY AS EXPECTED

On private actions

Respondents' action (Ac1, Ac2) here lay in their answers that reflected their revised beliefs, as discussed in the section on 'MCT impact on cue-frame connections' above. The survey was the mediating mechanism that transmitted, their private interest, via Ac4's action, into public action.

4 Step 4 MCT impact on interest in safety of children – 'does it matter'?

The CSA's impact on interest is also described by the discussion no 'impact on purchase' above. It was in asking the questions in the survey that the interest of Ac2 was piqued.

The follow up survey design and its results was strongly destabilising for Ac2 and Ac3, and then strongly directional about what the new stable position should be: to build the bridge. This was necessary because of the existing meta-meaning of 'stable but unacceptable' state of things: "…when such decisions are made by residents (Ac2), it becomes ingrained in everyone's thinking and nothing is changed until you come along and think about things and re-frame them. Time has elapsed and people think differently after a few years. It was a way of re-framing it and making a case for change which is quite difficult in little neighbourhood disputes" (IN5 r AC4)

4 Step 4 MCT impact on interests regarding safety of children – value positions

By providing a new frame to the cue of 'no bridge', that is, replacing the 'fear of anti-social' frame with one that concerned 'putting children in danger', the CSA's resultant belief and it follows here, meanings, was strongly stabilised towards 'build the bridge'. This applied to all relevant actors. By presenting this cue framed by the latter to a range of local stakeholders (Ac1, Ac2), the resultant meaning was completely reversed from 'we don't want this bridge' to 'we DO want this bridge' (Ac2). This constitutes a change to the **value of relational** (from '8-9 residents with placards' to '80% of the residents wanted this bridge'), as residents refocused on their relationship with children in their community, rather than on with anti-social elements.

The actual technical and governance situation was thus changed in a way that was accepted by all actors. The acceptance was enabled through the CSA based survey, a different stable governance (shared) sensemaking cycle that was *for* building the bridge.

Solution Network B

Solution 5: Council funds MTH and the Formation of voluntary Healthcheck Group

c.f. KEY STORY 4

Introduction

GOVERNING SOLUTION STATE CHANGE

State B1: vocal dissenters prevent public space improvement works

State B2: **no broad-based public support** for proposed improvement works

State B3: **envisaged broad-based public support** for proposed improvement works, with use of MTH

Sequence of this Governance Solution and MCT impact

Step 1 Council officers appraised political situation

Step 2 Council officers decided unilaterally (as a group) to fund the MTH

Points of MCT impact

*STEP 1 COUNCIL OFFICERS APPRAISE POLITICAL SITUATION –

On private actions

5 Step 1 MCT impact on interest in funding MTH and Formation of voluntary Healthcheck Group – "does this matter?"

This issue matters to Ac1 and Ac2, and knowledge of the MTH destabilised individual officers' sensemaking trajectories because it offered an **opportunity** to address a **discrepancy** between what is (vocal dissenters blocking action) to what could be (vocal dissenters no longer able to block action).

5 Step 1 MCT impact on interests regarding funding MTH and Formation of voluntary Healthcheck Group – value positions

The MCT did not change value positions in this Solution.

On belief construction

5 Step 1 MCT impact on epistemological awareness of opportunity of funding MTH

The 'hurting stalemate' (De Dreu 2010), or a situation which was 'stable but unacceptable' in the town was a big reason for funding MTH. Knowledge of the MTH provided the awareness of the opportunity out of this without violating the need for procedural justice. "…it's through the health check process you've got an opportunity to carry out your own consultation in a methodology that is recognised, tried and tested.'" (IN38 r Ac1). "…it neutralised (dissenters)… having the Healthcheck report with thousands of people's submissions and views meant that people could say, 'what you want is actually a narrow interest, and there's a wider interest for bigger groups of people who have an interest, and they need to be remembered as well as you'" (IN41 r AC4).

5 Step 1 MCT impact on epistemological awareness of capacity of funding MTH

The MTH enabled Ac1 and Ac2 to imagine the possibility of defusing the dissenting voices and building a broader consensus to public space improvement works, that is, a state with more acceptable meta-meanings. "…what we wanted to do was to find out what the population in (the town) thought about (the town) and what they felt we should do to improve it" (?)

The decision to fund the MTH is the first step for putting in place an infrastructure to transmit shifts in personal trajectories of officers, councillors and many local people, into a shift in the governance path. The MTH would do so by providing the **political capacity** of 'widely collected data' and the **social capacity** of that data being handled by local volunteers. It would also provide the **intellectual capacity** in form of the content of the surveys, as to what projects should actually go ahead. All that would be in the future, but it is the recognition of all this potential that causes the underlying trajectory shift among council decision makers: to fund the MTH in the first place.

On public actions

Ac1 and Ac2 realise the opportunities and their capacity, and fund the MTH.

5 Step 1 MCT impact on opportunity of funding MTH

Opportunity and capacity can be 'self-fulfilling'; knowledge about their possibility may cause them to happen. This is what happened with opportunity. See above.

5 Step 1 MCT impact on capacity of funding MTH

No impact. Council always had the capacity.

*STEP 2 COUNCIL OFFICERS DECIDE UNILATERALLY (AS A GROUP) TO FUND THE MTH –

On public actions

The action to make the cycle of sensemaking public was to fund the MTH, which led directly to setting up the volunteer-run Healthcheck Group.

5 Step 2 MCT impact on opportunity of funding MTH

All the above helped realise the opportunity provided by the MTH to address the issue of the hurting stalemate, with one important opportuinistic element being the particular methodological quirk of deploying volunteer Healthcheck Group to execute it.

5 Step 2 MCT impact on capacity of funding MTH

Council had funding and political capacity. However, the MTH promised greater political capacity to act on a difficult issue. Funding meant that resources such as a coordinator could be employed, who assisted the conduct of the MTH by the Healthcheck Group.

**Solution 6: Conduct of MTH to gain REPRESENTATIVE views, and to IDENTIFY and PRIORITISE projects, Formation of Town Partnership

c.f. KEY STORY 4

Introduction

GOVERNING SOLUTION STATE CHANGE

State B1: no projects
State B2: **non-evidenced selection of projects** possibly a biased view of a vocal few on what people wanted, delivery of projects without the benefits of the Partnership
State B3: more **evidenced prioritisation** based on a larger sample of responses, delivery of projects with the benefits of the Partnership

Sequence of this Governance Solution and MCT impact

Step 1 Set up Healthcheck Group of local volunteers
Step 2 Conduct MTH
Step 3 Publication and impact of Report

STEP 1 SET UP HEALTHCHECK GROUP OF LOCAL VOLUNTEERS

On public actions

Ac1, Ac2 and Ac5 realise the opportunities and capacity; the healthcheck group is set up to conduct the MTH.

6 Step 1 MCT impact on opportunity of funding MTH
See above.

6 Step 1 MCT impact on capacity of funding MTH
See above.

*STEP 2 CONDUCT MTH, PUBLICATION OF REPORT

On belief construction

6 Step 2 MCT impact on purchase of survey respondents and report readers on info and other actors necessary for gaining representative views
The Healthcheck Group had substantial free rein over how to run the MTH survey and report, which could have profound impact on the issue of **purchase of respondents and future readers** on the resulting information, and vice versa. The Group took care to ensure that procedural justice was respected in provision of that purchase.

6 Step 2 MCT impact on cue-frame connections of survey respondents and report readers on relevant for gaining representative views
The MTH provided a protocol and structured framework, which created new cue-frame connections based on MTH dimensions, and about issues of public space. That the Healthcheck Group is constituted of local volunteers also sends a strong meta-meaning signal of 'independence' and therefore 'identification' and 'trustworthiness', both motives that help mediate the transmission of private action to public action.

*STEP 3 PUBLICATION AND IMPACT OF REPORT

On public actions

6 Step 3 MCT impact on opportunity for gaining representative views, and identifying and prioritising projects
The MTH conduct is an opportunity for all participants to make their views known, but the key opportunity was simply to create impetus to do something to the governance path by focusing down on 'prioritised' paths of action.

6 Step 3 MCT impact on capacity for gaining representative views, and identifying and prioritising projects

The MTH acts as a proxy for the **intellectual capacity** of all those who wish to understand the needs of the town, by gathering, collating, digesting and making sense of a large amount of data on their behalf, effectively.

The MTH succeeds in this because the very conduct of the MTH enabled the sense of procedural justice through its extensive consultation and sheer numbers interviewed. This increased **political capacity** for those whose positions aligned with the MTH recommendations. For example the careful methodology with "… stratified sample… (that made) sure they presented number across that age group distribution" and "…(a) questionnaire (that) was qualitative but also quantitative. (The) questionnaire didn't come out of the blue, we had quite a few discussions with different age groups and different socio-economic groups before doing the questionnaire… one of these off-the-system questionnaires might have missed the point." (IN40 r Ac5).

Finally, the conduct of the MTH also increased **social capacity**, as actors developed respect for each other "(The chair of the steering group) set this thing up whom I have tremendous respect for and I think the feeling's mutual. It has been a very good working relationship…" (IN38 r Ac1). This put in place the foundations for setting up the Town Partnership, a critical step in delivering the projects.

On belief construction

6 Step 3 MCT impact on purchase of info seekers on sources of relevant opinions on identifying and prioritising projects

The MTH report provided purchase between information-seekers and the source of relevant opinions about the town. This means that opportunities arose to change the state of things in the town that might not have otherwise been there.

6 Step 3 MCT impact on cue-frame connections of survey respondents and report readers for identifying and prioritising projects

The survey questions themselves both extracted answers from respondents, but also set them thinking about the state of their town, along those dimensions framed by the question. This affects what cues respondents notice while answering, and after. It may also suggest the frames respondents end up applying to those cues.

For report readers, particular cue-frame connections regarding primary meaning - for example, about the desired quality of the town centre-riverside link, or the improvements envisaged for the high streets - became accepted as the objectives of projects to be delivered, due to the sheer number of respondents who held them. The MCT provided the

mechanism with which to collate, summarise, prioritise and articulate that prioritisation of projects.

On private actions

6 Step 3 MCT impact on interest in IDENTIFYing and PRIORITISing projects – "Does this matter?"
Publication of MTH or having taken part in it called issues of public space to attention that are **undesirable,** regarding what the town needed in terms of public space improvements, and regarding whether to support, or to not oppose the implementation of the prioritised projects. MTH raised interest also because it simultaneously provided an opportunity to address the discrepancy.

This destabilised the trajectories of those stakeholders who read the report, and possibly respondents to the survey who ultimately decide (or not) to support change to the governance path. For some of the stakeholders, e.g. Ac1, Ac2, Ac3, Ac5, whose responsibility was to maintain or improve the town's public spaces, the destabilisation was particularly acute as discrepancies are a call to action. This destabilised the governance path directly since the actors deploying it were was central to the path already and were empowered to destabilise that path (Ac1, Ac2).

6 Step 3 MCT impact on interests regarding IDENTIFYing and PRIORITISing projects – value positions
MTH is designed to both uncover issues in public space as well as suggest solutions for them. The movement towards solutions takes the form of prioritisation: "Because of the outcome of the Healthcheck, they had to put it higher up in the agenda…" (IN40 r Ac5).

The result of the MTH report strongly destabilised the status quo of 'no knowledge and no action' and restabilised around the prioritisation decisions and to 'do something' because it **could not be easily dismissed**, by virtue of the sheer sample size covered by the MTH. This is reinforced here by the methodology of data collection and analysis which was highly consulted upon and therefore allayed concerns of procedural injustice, by the wide acceptance of the MTH itself, and by the conduct of the MTH by local people.

On belief construction

6 Step 3 MCT impact on epistemological awareness and realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects
The publication of the MTH and capacity to prioritise projects based on representative views provided the **opportunity** to seek resources to implement the projects."...having the

Healthcheck report with thousands of people's submissions and views meant that people could act… " (IN41 r Ac2).

The MTH helped actors see, and indeed, construct opportunities for changing the governance path. The epistemological awareness of opportunity that is valued by each stakeholder might be different. For Ac1, Ac2 and Ac5, the MTH provided the evidence to seek funding and to seek means for implementation. For Ac6, it was the opportunity to be heard that was important.

6 Step 3 MCT impact on epistemological awareness of capacity to exploit representative views, and the capacity to identify and prioritise projects

For Ac1 and Ac2, the content of the CSA report increased their **political capacity**, as these aligned with MCT recommendations. There is much evidence that they were also the beneficiaries of the potential intellectual capacity the technical results were aligned with the political direction of the MTH recommendations (or vice versa). QUOTE – the DC knew all this anyway.

For Ac5, the realisation of **social capacity** created was clearest in the setting up of the Town Partnership, which suggests that sufficient trust and reciprocity had built up amongst a number of actors to enter into formalised working relationships.

On public actions

6 Step 3 MCT impact on capacity arising from the realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects

Increased **political capacity** to gain support, including funding. Through its independent deployment, the MTH greatly increased the **political capacity** of those who want to wield the MTH results as evidence (Ac1, Ac2, Ac5).

Increased **intellectual capacity** of many stakeholders, who gained a better and more satisfactory picture of the state of the town (Ac1, Ac2, Ac4, Ac5, Ac6).

Increased **social capacity**, to enable the formation of the Town Partnership based on trust and reciprocity between members of the Healthcheck Group (Ac1, Ac2, Ac5).

6 Step 3 MCT impact on opportunities arising from the realisation of opportunity to exploit representative views, and the capacity to identify and prioritise projects

Changed capacities affected opportunities for action on the town as evidence emerged and power balance changed amongst relevant stakeholders. Two examples are the prioritised projects of access to the riverside and the improvement works for the high street. New support and new funding sources, as well as newly noticed problems on the ground were all types of opportunities that arose from conducting the MTH.

Solution 7: Obtain RESOURCES, Formation of Town Partnership

Introduction

GOVERNING SOLUTION STATE CHANGE

State B1: no making case for funding or prioritising resources
State B2: **no use of MTH evidence** in making case for funding
State B3: **use of MTH evidence** in making case for funding

Sequence of this Governance Solution and MCT impact

Step 1: Application made
Step 2 Application considered to reach a decision

Points of MCT impact

STEP 1 FORM TOWN PARTNERSHIP

Private actions

7 Step 1 MCT impact on interest in obtaining resources – "Does this matter?"

No direct impact. Interest of Ac1, Ac2 and Ac5 to obtain funding already existed with the conduct of the MTH, since the ambition of the MTH was to enable interventions. Additional interest of Ac5 was to ensure that they were legally protected should they choose to deliver any of the projects.

7 Step 1 MCT impact on interests regarding obtaining resources – value positions

For these groups, the MTH served only to reinforce value positions.

On belief construction

7 Step 1 MCT impact on epistemological awareness of opportunity to obtain resources

The MTH made real the opportunities to obtain resources by putting various actors and information in contact and harmonising actors' value positions.

7 Step 1 MCT impact on epistemological awareness of capacity to obtain resources

No direct impact by MCT. MTH created opportunities, but for Ac5, awareness NOT from MTH, such as risk, informs them of the lack of capacity. This led to action to form the Town Partnership. This can be seen as a public action that extends opportunities and capacity created by the MTH. The Partnership is necessary to realise opportunities.

Public actions

7 Step 1 MCT impact on opportunity to obtain resources

MCT created opportunity by first, making opportunities known through publication of Report, and second, by guiding the realisation of those opportunities.

7 Step 1 MCT impact on capacity to obtain resources

One type of capacity that needed to be put in place was the accessibility of new funding streams. Although the idea of a Town Partnership did not direct arise from the MTH, it was necessary to incorporate the Healthcheck Group into such a Partnership.

In terms of enabling the obtaining of funding, the formation of the Partnership saw a restabilisation of the governance path as a watershed, a stable backstop point which cannot be undone, on which further destabilisation of that next cycle can be built.

The Town Partnership made it possible for key players to protect themselves legally, thus restabilising the state of one meaning cycle. The Partnership was formed as a legal entity to protect the Steering Group members as much as enable the proposals to go ahead. This is a separate cycle of sensemaking from the one that says 'form Partnership to delivery'. It is one that says 'form Partnership to protect'. MTH recommendations provided the underlying justifications based on survey data, which was the reasonable basis for the conduct of projects which in turn necessitated the shielding of Group members from risk in delivering them, which was reason for the formation of the Town Partnership.

The existence of the Town Partnership made it possible for the Healthcheck Group to access larger amounts of funding, which was also stabilising. The Partnership was built on mutual trust and respect among the group members gained during the course of the MTH.

*STEP 2: APPLICATION MADE

Belief construction

7 Step 2 MCT impact on purchase on questions of the funding decision
The act of application causes purchase, not the MTH itself.

7 Step 2 MCT impact on cue-frame connections relevant to the funding decision
MTH presented primary connections and reasons for fund-givers to become interested in these connections; a successful case for funding connects the cues of 'the proposal' to the 'frames' of what funders value, and reassures fund-givers that their priorities can be delivered once the funds are made available. The focus on selected cues, frames and connections was necessary because "there (was) no great unanimity about what needs doing, so that's where the Healthcheck has been helpful in directing it…" (IN41 r Ac2). These would have, among other things been about the issue of access to the riverside, and the improvements desired on key high streets in the town centre.

The MTH underpinned this by supplying meta-meanings as well as primary cue and frames. This helped funding proposals meet the motives that drive the decision to 'give funds', by making a 'give funding' action more attractive, and thus more stable.

For example, the very publication of the MTH report reinforces the point that its recommendations should be treated as 'points of stability' around which sensemaking trajectories of fund-givers can then work. The 'sound' methodology of the MTH itself is a reassuring cue that the meta-meanings of 'all' relevant stakeholders have been take into account, and that that those meta-meanings are acceptable, stable and procedurally just.

*STEP 3 APPLICATION CONSIDERED TO REACH A DECISION

On private actions

7 Step 3 MCT impact on interest in giving funding – Does it matter?

Interest arose from the relevance of issues raised by funding proposal to the concerns of the fund-givers. Fundseekers deployed the MTH to deliberately **draw attention** of fundgivers (Ac3 or other) to **issues requiring action**.

7 Step 3 MCT impact on interests regarding giving funding – value positions

Fund-givers were generally concerned with delivering widely-demanded and needed improvements to public space [f1]. In this Solution Network, these included improvement to linkages between town centre and riverside, and the quality of key town centre streets. Fund-givers are also concerned with the effectiveness of funds spent [f1], both technically, but also in terms of how broadly desired the improvements were. "There's where we've been using it, to pick off the various elements….it's much more holistic, which gives us a much better chance of getting funding …" (IN41 r Ac2) and "the fact that it has come up through the Healthcheck, it's quite a strong argument for supporting the project" (IN38 r Ac1)…" Connections were traceable to cues and frames within the MTH report [f9].

On belief construction

7 Step 3 MCT impact on epistemological awareness of opportunity to release funds

The MTH made visible opportunities for funders to meet their aims as discussed under 'interest' above.

7 Step 3 MCT impact on epistemological awareness of capacity to release funds

They were concerned also about the defensibility of their decisions [f10], broadly on the grounds of 'reasonableness'. This was an issue of **political capacity**. Traceability together with a holistic, joined-up and strategic evidence of the town, which seemed reasonable made for more confident funding judgments. [f1] "… the county council recognises the

Healthcheck and its legitimacy… the fact that it is a methodology... it gives structure..." (IN38 r Ac1). The Town Partnership covered the institutional basis for the release of funds [f8]. The MTH strengthened trust of fund-givers in the case for funding presented, by allowing "a much wider range of individuals, businesses and organisations to be involved" (IN41 r Ac2).

On public actions

Funding decisions are so central to the governance path that they are automatically transmitted to impact on the governance path.

7 Step 3 MCT impact on capacity to release funds

MTh increases fund-givers' political capacity to manage impressions.   Through strengthening defensibility, the MTH empowered funding decision-makers with political capacity c, underwriting their decision [f9].

7 Step 3 MCT impact on opportunity to release funds

The MTH acted by making funders aware of opportunities of fulfilling their aims via the release of funding. See above "epistemological awareness of opportunity to release funds"

Solution Network C

Solution 8: Use of LEQS for local reporting to central government and its impacts for example, Extrapolate results and benchmarking for national performance reporting

Introduction

GOVERNING SOLUTION STATE CHANGE

State B2: no national performance reporting, no extrapolation of data, no benchmarking in local authorities, less 'managerial' use of LEQS for managing local environmental quality
State B3: **national performance reporting causing / based on extrapolation of data and benchmarking in local authorities, and leading to more innovative reporting use of LEQS** for managing local environmental quality

Sequence of this Governance Solution and MCT impact

Step 1: join the Capital Standards (CS) programme that provides data management services. Subject public spaces to LEQS survey by CS surveyors.
Step 2: Managers digest data in the LEQS report, decide how to deploy it for reporting purposes.
Step 3: Deployment decision

STEP 1: JOIN THE CAPITAL STANDARDS (CS) PROGRAMME THAT PROVIDES DATA MANAGEMENT SERVICES

On belief construction

8 Step 1 MCT impact on purchase of surveyors on 'the ground' for performance reporting purposes
LEQS enabled surveyors to have very precisely controlled purchase on the state of local environmental quality.

8 Step 1 MCT impact on cue-frame connections made by surveyors for performance reporting purposes
Surveyors were able to connect cues and frames because of LEQS dimensions, but also because they had been trained to apply the right frames. These were set out in a standard format LEQS report.

STEP 2: USE OF DATA FOR PERFORMANCE REPORTING PURPOSES

On private actions

8 Step 2 MCT impact on interest in performance reporting – "Does it matter?"
Interest was pre-determined by the imposition of compulsory national performance reporting requirements. This was destabilising for existing local authority performance reporting practice, and compelled local authorities to seek ways to restabilise the situation. The LEQS provided a means for doing so. For managers (Ac2), there is a reporting interest. For central government (Ac4) there is a monitoring interest. The awareness of opportunity can also create interest.

8 Step 2 MCT impact on interests regarding performance reporting – value positions
Authorities were forced to use LEQS as the basis of reporting.

On belief construction

8 Step 2 MCT impact on epistemological awareness of capacity for performance reporting
The LEQS clear affected the **intellectual capacity**; it was the proxy that bridged gaps in capacity of individuals to capture and communicate effectively about local environmental quality. This was enabled by clear dimensions, succinct 'dashboard' reporting that enabled relevant stakeholders to grasp the issues, and consequentiality of rewards and sanctions, where they exist, increase political capacity.

The LEQS enabled managers to envisage their **political capacity** when reporting performance upwards to central government (Ac4) and councillors because it provides the

reporting template, showing them how the data might look and therefore what the consequences are in terms of rewards and sanctions.

8 Step 2 MCT impact on epistemological awareness of opportunity for performance reporting

The LEQS enabled managers to envisage those opportunities that its data created for political capacity, for reporting, for managerial action and for learning and sharing good practice.

On public actions

There is very little separating public and private actions, and LEQS report was public in the first place.

8 Step 2 MCT impact on capacity for performance reporting

LEQS affected the intellectual capacity of managers (Ac2), and their political capacity c, the latter both for reporting upwards to central government (Ac4), councillors (Ac3) and for managing downwards towards their service providers (Ac1a and Ac1b). EVIDENCE FOR BOTH

8 Step 2 MCT impact on opportunity for performance reporting

The LEQS's qualities helped create opportunities for its use; the fact that LEQS can fully 'package and present' data, from collection to presentation, and can be supported by ENCAMS in as a full service is attractive. "We used the info because ENCAMS provided it" (IN22 r AcB / Ac5). LEQS makes issues visible thus creating co-presence so that they can be dealt with. [f11]

STEP 3: DEPLOYMENT DECISION

Belief construction

8 Step 3 MCT impact on purchase of audience of performance reporting on the picture of local environmental quality

Purchase is guaranteed with the official reporting mechanism, but the LEQS enabled the potential for more effective purchase and the assessment of meaningfulness of a particular result. In other words, glancing at the dashboard report, people at central government level can ask themselves whether they need to pay attention this authority's performance. Purchase is also enabled for managers and for contractors who deliver local environmental quality services. These will be discussed further in Solution 16.

8 Step 3 MCT impact on cue-frame connections made by audience of performance reporting relevant to performance reporting

MCT impacts on cue-frame connections of others. The LEQS provides the relevant cue-frame connections to inform the beliefs to be constructed by the monitoring party.

The data that the LEQS generated was used by managers as the basis for constructing beliefs of others that are relevant to those others' interests, to ensure the meeting of their particular meta-rationalities. For example, by continuing to fund services: "This survey produces a snapshot of what is on the ground in 900 transept locations. To multiply that into the full borough picture we look at the cleansing frequencies on all the bits of land where they found the fly tip and multiply it up for the full year…. We also look at how many square metres of land we've looked at in the sample, for example, compared to how many square metres of land there really is and multiply it up like that. And that's basically the methodology behind producing the whole borough's figures (to be reported to central government)" (IN22 r AcB). The beliefs of those others, in this case, central government, then informed those others' actions in a way that would be favourable to the managers, for example, to continue funding.

This is another illustration of the principle that the aim for governing was not necessarily to align primary meanings of different stakeholders, but to ensure meta-meanings of all stakeholders were at least acceptable, given a common primary object.

Solution 9: Managerial use: REFOCUS and PRIORITISE actions

Introduction

GOVERNING SOLUTION STATE CHANGE

State B2: no refocusing or prioritisation of actions, **problems either not identified, or not pinpointed**

State B3: **refocusing and prioritisation of actions based on evidence** generated by LEQS

Sequence of this Governance Solution and MCT impact

Step 1: join the Capital Standards (CS) programme that provides data management services. Subject public spaces to LEQS survey by CS surveyors

Step 2: Managers digest data in the LEQS report, decide how to deploy it for managerial purposes.

Step 3: Deployment decision

Step 4: Impact of deployment decision

Points of MCT impact

STEP 1: JOIN THE CAPITAL STANDARDS (CS) PROGRAMME THAT PROVIDES DATA MANAGEMENT SERVICES

On belief construction

9 Step 1 MCT impact on purchase of surveyors on 'the ground' for managerial purposes

LEQS enabled surveyors to have very precise purchase on the state of local environmental quality.

9 Step 1 MCT impact on cue-frame connections made by surveyors on 'the ground' that were relevant to managerial use: refocus and prioritise actions

This is essentially the same as a Step 1 in Solution C8, in which surveyors were able to connect cues and frames because of LEQS dimensions, but also because they had been trained to apply the right frames. These were set out in a standard format LEQS report.

STEP 2: MANAGERS DIGEST DATA IN THE LEQS REPORT, DECIDE HOW TO DEPLOY IT FOR MANAGERIAL PURPOSES.

On private actions

9 Step 2 MCT impact on interest in refocusing and prioritising actions

Interest was pre-determined by the imposition of contractual conditions. For managers (Ac2), there is both a managerial and reporting interest. For service deliverers (Ac1a and Ac1b) there is an operational interest. Destabilisation arose directly from the technical outputs of the LEQS, which simply identified aspects of local environmental quality that were falling below standards. The LEQS results drew attention to issues that are important, but may never have been otherwise noticed. "We can see which parts of the council are letting the side down..." (IN26 r Ac2). "We saw that parts of the contract weren't being used as well as they could be" (IN22 r Ac2 / Ac5). Discrepancies were made apparent.

9 Step 2 MCT impact on interests regarding refocusing and prioritising actions – value positions

The destabilisation of individual trajectories set off for a search for actions that would improve the local environmental quality itself, be it the application of more resource to the area, for example, "…we found a resource within the contract to reallocate to those hit squads, which could go into land use classes which were underperforming" (IN22 r Ac2 / Ac5), or to deliver the cleansing service in that area differently.

On belief construction

9 Step 2 MCT impact on epistemological awareness of capacity to refocus and prioritise actions

The LEQS enables managers to **envisage their political capacity** when managing downwards towards their service providers (Ac1a and Ac1b).

9 Step 2 MCT impact on epistemological awareness of opportunity to refocus and prioritise actions

The availability of the LEQS results presented an opportunity to broach the subject of managerial change, and managers clearly exploited this. London CS through its cluster groups and exchange of information would have increased awareness.

STEP 3: DEPLOYMENT DECISION

On public actions

9 Step 3 MCT impact on opportunity to refocus and prioritise actions

The conduct of an LEQS and the resulting report provides an opportunity to raise issues of changes in relation to contracted delivery of services. The LEQS created opportunities simply by creating awareness of those opportunities, and this in turn arose from awareness of new intellectual and possibly political capacity too.

9 Step 3 MCT impact on capacity to refocus and prioritise actions

The LEQS enabled change in the **intellectual capacity** of managers by providing otherwise unknown data. Specifically, it helped them articulate what the problems are, and propose a solution. This contributed to sufficient political capacity for the managers to demand public change of contract or internal service deliverers by adding evidential weight to required

changes. For contractors, LEQS results are trustworthy and convincing evidence of their performance, whether or not they agree with the method or result – they realise that it carries weight with others. The LEQS therefore provides contract managers with **political capacity**.

STEP 4: IMPACT OF DEPLOYMENT DECISION

On belief construction

9 Step 4 MCT impact on purchase of service deliverers the arguments for refocusing and prioritising actions

This resulted in the purchase of service deliverers (Ac1a and Ac1b) on the changes required.

9 Step 4 MCT impact on cue-frame connections made by service deliverers that were relevant for refocusing and prioritising actions

The LEQS data which were essentially cue-frame connections were presented to the service delivers as evidence, and would therefore contribute to the change in their state of belief led to action to change their service delivery in line with contract managers' (Ac2) requirements.

*Solution 10: LEARNING: SHARING and DISSEMINATION of good practice

c.f. KEY STORY 5

Introduction

GOVERNING SOLUTION STATE CHANGE

> State B2: **limited sharing of good practice**
> State B3: **sharing of good practice** through Capital Standards

Sequence of this Governance Solution and MCT impact

Step 1 **LEQS data is placed in different experimental relationships to other data to make it more meaningful and relevant to users.** This means public ACTION upon the meta-meaning cycle, specifically, the 'BELIEF' in that cycle, by introducing / highlighting cues of some feature of the LEQS data, and providing frames of 'usefulness of data', thus making it possible for London CS members to potentially realise new meta-beliefs.
Step 2 **Emerging cues from this overlaying of data are made sense of.**
Step 3 **re-crunching data accordingly**.
Step 4 and thus **lead to different / new primary beliefs**, which then lead to a few **possible alternatives in primary actions**, first private, but importantly, public. Capacity and opportunity could be dramatically affected.

*STEP 1 LEQS DATA IS PLACED IN DIFFERENT EXPERIMENTAL RELATIONSHIPS TO OTHER DATA TO MAKE IT MORE MEANINGFUL AND RELEVANT TO USERS

On belief construction

10 Step 1 MCT impact on purchase of CS London members on more meaningful information

The public action of disseminating good practice and innovation around LEQS-based data provided purchase for 'learners' on **new forms of primary data and practice**. Raw data is placed in new relationships with each other and with new sensemakers.

10 Step 1 MCT impact on cue-frame connections made by CS London members and relevant to more meaningful information

The LEQS provided the 'raw data' basis for new cue-frame connections, sometimes in conjunction with data in different forms, sometimes with new data, for example, by using GIS for learning purposes: "What local authorities are quite good at is solving problems and then just going forward and not looking back and being reflective. What the LEQ information does is make third parties reflect on work rather than giving themselves time to appraise work" (IN22 r Ac2 / Ac5).

For example, the noticing of new issues from the conjunction of data by overlaying LEQS data with land use types, associations between patterns of LEQS data with land use types become apparent: "What this is trying to show in our discussions with housing is that you can see that detritus certainly in (this area) is an issue primarily in housing areas because caretakers do the sweeping on housing estates and don't focus on detritus, the soil and grit…" (IN22 r Ac2 / Ac5).

*STEP 2 EMERGING CUES FROM THIS OVERLAYING OF DATA ARE MADE SENSE OF.

On private actions (of London CS members within cluster groups)

10 Step 2 MCT impact on interest in innovative data management practices

Interest of participants arose when they could see the relevance of possible uses of newly compared or crunched data to management or reporting. This destabilised individuals' trajectories. This question of meaningfulness and interest is key. One major theme of learning within London Capital Standards is how to exploit the data that LEQS produces to inform management decisions and performance reporting. So the role of LEQS is both as the basic data for analysis and transmitting into forms that are relevant to the needs of the

communicator, as well as for creating epistemological awareness of its potential for management and reporting.

While CS cluster groups may encourage interest and meaningfulness, there was still no guarantee of it, as many types of innovation required a level of interest and in particular capacity (especially time and attention) to engage with. For example, a frequent response from authorities when presented with innovative practice is that while "it's very interesting to people and to local authorities… they often say that (richer authorities such as Camden or Westminster) can afford this sort of thing but they can't" (IN22 r Ac2 / Ac5).

Capital Standards membership package may partly deal with this by including advice from an ENCAMS consultant to help with exactly these sorts of issues.

10 Step 2 MCT impact on interests regarding innovative data management practices – value positions
In all cases, LEQS resulted in some interests being affected.

On belief construction

10 Step 2 MCT impact on epistemological awareness of capacity to innovate in data management
LEQS could provide the **intellectual capacity** to deal with the complexity, equivocality and undesirability and enabled epistemological realisations regarding these to be imagined, by highlighting which cues and frames were comparable via previously untried representational and analytical techniques, for example, through the use of GIS mapping.

10 Step 2 MCT impact on epistemological awareness of opportunity to innovate in data management
The stable status quo in cleansing services is 'little sharing of good practice and 'innovation'. A key objective of the Capital Standards programme, which may be seen as a special deployment of the LEQS, was to destabilise this situation by drawing attention to innovative practice among its members and engendering awareness of opportunities this provided. It was this that led to the setting up of cluster groups within which to share LEQS-based insights into innovative practices.

*STEP 3 RE-CRUNCHING DATA ACCORDINGLY

On public actions

10 Step 3 MCT impact on capacity to innovate in data management
Participants increased their **intellectual capacity** by taking part in cluster group innovation dissemination With London CS support, they also increase their **political (resource) capacity** to actually execute the innovation. Learning from others' innovative practices, the LEQS became the basis of participants' approach to applying equivalent practices to their own governance situation. EVIDENCE. Authority P, Use of GIS; EVIDENCE

10 Step 3 MCT impact on opportunity to innovate in data management

Increased capacity created opportunities for practical innovations in management and reporting.

*STEP 4 THUS LEAD TO DIFFERENT / NEW PRIMARY BELIEFS ABOUT PERFORMANCE

and thus lead to different / new primary beliefs, which then lead to a few possible alternatives in primary actions, first private, but importantly, public. Capacity and opportunity could be dramatically affected.

On belief construction

10 Step 4 MCT impact on purchase of managers on data

Innovative data practice entailed the application of a number of new frames to existing primary or secondary, that is, derived, cues.

10 Step 4 MCT impact on cue-frame connections of managers regarding data

New beliefs resulted from the innovative conjunction of cues and frames

Solution Network D

**Solution 11: Campaigning for changes to design negotiation in development control, adoption of BfL as planning policy: performance sanctions imposed*

c.f. KEY STORY 6

<u>Introduction</u>

GOVERNING SOLUTION STATE CHANGE

> State B2: **campaigning without BfL** for improvement in design negotiation process in development control. No design standards in planning policy for public space, with only **general awareness** of house building quality
>
> State B3: **campaigning with BfL** for its own adoption in planning policy and for improvement in design negotiation process in development control. Design standards in planning policy for public space. Underpinned **awareness of house building quality via Housing Audit based on BfL, and the impetus to do something about it.**

<u>Sequence of this Governance Solution and MCT impact</u>

Step 1: Housing Audit results published
Step 2: Decision to campaign
Step 3a: Campaign for adoption as policy
Step 3b: launch meeting

Step 3c: councillor training

Step 3d: joint training

Step 3e: Pilot use of BfL as guidance

Points of MCT impact

*STEP 1: HOUSING AUDIT RESULTS PUBLISHED

On belief construction

11 Step 1 MCT impact on purchase of design quality decision-makers on powerful messages about housing design quality

The Housing Audit with the BfL as its basic evaluation mechanism, enabled purchase on and drew attention to the discrepancy of poor housing quality – "70-80% of the housing schemes built in the past 3 years in (the region)" (IN8 r Ac1) – which was destabilising and thus galvanised some actors. These included pro-design councillors and officers (Ac1) in this authority.

11 Step 1 MCT impact on cue-frame connections of design quality decision-makers regarding powerful messages about housing design quality

Since the Audit was based on the BfL dimensions, it alerted actors to the cues of qualities that were broadly accepted as indicators of quality. The Audit connected the 'cues', characteristics of recently built housing schemes, to the frame of 20 characteristics of 'good residential design' as set out by BfL. This produced the primary meaning about the quality of housing.

*STEP 2: IMPACT OF DECISION TO CAMPAIGN

On private actions

11 Step 2 MCT impact on interest in campaigning

However the critical cue here is the overall result of the Audit for the relevant region, which, when connected to the frame of the relative performance of other regions in England produces a meta-meaning of 'the quality of housing is bad and something needs to be done about it'. The publication of the Housing Audit alters stability of the 'should we do something about housing quality' trajectory for many individuals who have responsibility for delivering quality housing, for instance planning officers and local councillors (Ac1), the perception of what needs to be done to improve housing quality changes as it becomes a more visible issue, and higher up on the political agenda.

The interest was put in place by the Housing Audit, and heightened for the audience stakeholders by the campaigning actions of those stakeholders already committed to change. Being carried out by CABE using a CABE endorsed standard (BfL), the publication

of the Audit both brought to attention the beliefs about the unsatisfactory quality of the housing built, and 'fixed' the beliefs. If these beliefs are then related to 'do nothing', then the cycle of belief and action is no longer stable. Which is why momentum to 'do something' about housing quality was generated, the trajectories of influential actors (Ac1) were destabilised, and a shift towards 'doing something' was inevitable.

11 Step 2 MCT impact on interests reading campaigning – value positions

The new value position was given shape by BfL as a whole – that is, to campaign to adopt it.

For Ac1, the Housing Audit led to the belief that action was required to improve housing quality, and the decision to take action via opportunities provided by mechanisms available to councillors and officers, such as various planning and regeneration mechanisms. The decision to campaign was related to the development control 'mechanism' which was seen by many as central to delivering quality housing: "We are relying on the planning process being the correct means of agreeing the overall design of the area…" (IN7 r Ac5). Stakeholders mostly internal to the authority, but some key ones outside, for example, developers (Ac6), were the target for an intended position change regarding the use of BfL as the standard for housing quality adopted in policy.

On belief construction

11 Step 2 MCT impact on epistemological awareness of capacity to campaign for BfL adoption

The campaigning actors were able to envisage use the BfL as the basis of increasing the intellectual capacity and political capacity of the audience through the adoption of BfL within the planning system, thus changing the governance path.

The key mechanism of destabilisation of the status quo was getting people to understand the potential in the increase of intellectual capacity would mean in a planning negotiation. So training sessions were part of the campaign and addressed the lack of intellectual capacity amongst councillors and officers to be able to judge housing quality for development control purposes.

These doubled up as means of increasing the social capacity of range of actors to work together in future over design issues. This was the intention of those who organised the training sessions, and although there is only suggestive evidence that social capacity built around BfL helped resolve design issues in housing project applications, for example, the evidence of IN7 r Ac5.

The BfL might have served to highlight this and encourage a decision to campaign…

11 Step 2 MCT impact on epistemological awareness of opportunity to campaign for BfL adoption

…especially since BfL itself would have provided an immediate solution; its adoption. The event of publication of the Audit was also clearly an opportunity to make any structural changes to the policy mechanisms to deliver quality housing.

The restabilisation in this Solution could be accomplished just by the acknowledgement by a larger number of relevant stakeholders, of the problem of the quality of housing that is being delivered, and commitment of those stakeholders to take action. In this case, there was a need to convince other relevant stakeholders – all the councillors on the planning committee, officers in departments such as highways design, and also potential planning applicants such as housebuilders and developers.

BfL and the conduct of the Audit by a well-respected national organisation, CABE, meant that its findings (and thus, beliefs about housing quality) were the point of stability, which was held onto, while action was taken to change the 'state of things', that is, the quality of housing being delivered. In fact, the reported 'score' for the region, whatever its validity was critical in the path of the governing solution because it provided a point of stability on which to build the next cycle of sensemaking, which would constitute an 'argument'

*STEP 3: CAMPAIGN FOR ADOPTION AS POLICY

On public actions

The public actions that were both envisaged and planned included a direct campaign of persuasion for the adoption of BfL targeted at the development control committee members, including training using BfL, individual events to draw attention to the tool, and a pilot phase of using this as guidance in actual applications.

11 Step 3a MCT impact on capacity to campaign for BfL adoption

Capacity was required to be able to execute the various elements of the campaign. The BfL increased **intellectual capacity** sufficiently of all the engaged stakeholders to do this. It also increased **political capacity** of the promoters.

11 Step 3a MCT impact on opportunity to campaign for BfL adoption

The opportunity for deciding to campaign was given by the publication of the Housing Audit, not BfL directly.

On 'belief' implications of Campaign decision

11 Step 3a MCT impact on purchase of stakeholders on message of the importance of good housing design

The campaign was embarked on, in which the BfL provided 20 dimensions around which stakeholders could focus.

11 Step 3a MCT impact on cue-frame connections of stakeholders regarding message of the importance of good housing design

The 20 dimensions fix the cue-frame connections, limiting what issues can matter in the campaign and in the future assessment of housing quality. However, the MCT also provided cues of trustworthiness, and other motives, which are meta-meanings, all of which helped created relevant new meanings for the campaign's message.

The whole of the BfL and its deployment is presented as features that help the assessment of built quality, and to help convince elected members to adopt. For this group, the cues are the BfL itself, but also its potential performance in assessing the types of schemes that come across the authority's desk, as well as how it can help address public space management problems that councillors themselves are familiar with such as "post-implementation management (problems, which) people assume that the council will sort out" (IN12 r Ac1)

On 'belief' implications of launch meeting

11 Step 3b MCT impact on purchase of attendees of launch meeting on message of the importance of good housing design

Another element of the campaign involved bringing together all relevant stakeholders and drawing their attention to the intention to adopt the BfL as guidance, and that no housing scheme over a certain size threshold would escape being assessed against it. This reinforced future interest in the use of BfL when planning applications are made.

11 Step 3b MCT impact on cue-frame connections of attendees regarding launch meeting on message of the importance of good housing design

The cue here is the seriousness of BfL, as well as housing quality in general. The 'frame' called upon is of course, the withholding of planning permission should there not be compliance. "We won't accept substandard schemes any more, especially with regards masterplanning; we are ready to refuse schemes" (IN8 r Ac1).

On 'belief' implications of councillor training - Sol 19

11 Step 3c MCT impact on purchase of attendees of councillor training on message of the importance of good housing design

Councillor training served to increase purchase of councillors on issues via the BfL.

11 Step 3c MCT impact on cue-frame connections of attendees of councillor training regarding message of the importance of good housing design

In terms of imparting primary meanings, the BfL made training straightforward and ensured that trainees connected cues to the frames that would produce primary meanings desired by the policy-makers (here, those meanings that add up to 'good housing design'). "…probably one of the most important tools, to articulate what it is that they know should be right about a

scheme" (IN12 r Ac1). Since relevant stakeholders received training to use the same set of standards, that is, BfL, then the chances of restabilising around any particular design proposal for design reasons would be greatly enhanced since stakeholders would agree on what is acceptable characteristics of good design is.

What BfL did in training was to both highlight relevant cues, but also provided trainees with frames about what cues are acceptable, what cues should be captured and what to look out for to evaluate housing quality. This shaped the meta-meanings produced. Thus, the BfL was also the basis of two particular arguments that arose from these training sessions, which took the form of workshops built around case studies of past schemes that had gone through the system.

The first was that the BfL itself was the right tool because it would be effective in helping councillors and officers understand what went wrong with past schemes, and to articulate what good design would be required, The second was the BfL was useful in dealing with issues that were directly relevant to a range of the councillors' work in delivering better quality spaces. Both of these were meta-meanings, and did not directly involve the 20 dimensions of BfL.

On 'belief' implications of joint training – Sol 19

11 Step 3d MCT impact on purchase of joint training attendees on message of the importance of good housing design

The BfL provided the excuse for purchase between actors during joint training involving both councillors (Ac3) and potential planning applicants (Ac6), and also provided the subjects around which actors interact.

11 Step 3d MCT impact on cue-frame connections of joint training attendees regarding message of the importance of good housing design

So indirectly, in this arena which was a BfL-created opportunity for purchase, the BfL was able to affect the cues and the frames that actors both project and receive from one another.

On 'belief' implications of pilot use of BfL as guidance – Sol 20

11 Step 3e MCT impact on purchase of planning applicants on message of the importance of good housing design

The compulsory use of the BfL during its pilot phase as planning guidance ensured that all actors had purchase on and were engaged on the issues of housing design quality. This had particular impact on the actors involved in the development control process. This 'pilot' will be discussed more in Solution 20. As will be discussed there, these include, on the one hand, development control officers and planning applicants negotiating on design issues

generally, and on the other, highways officers negotiating on the design of highways and public spaces.

11 Step 3e MCT impact on cue-frame connections of planning applicants regarding message of the importance of good housing design

The adoption of BfL ensures that primary meanings are shaped by the cues and frames provided by BfL's dimensions. BfL's trustworthiness and reasonableness were meta-meanings that can be brought to bear via the cues provided by the BfL itself. BfL's effectiveness during would add weight to the campaign's message, that it is indeed a useful tool to be adopted. For councillors and development control officers in particular, the question of what political capacity BfL adoption adds was an important question, and this would only be explorable via 'testing it out' in the pilot.

Solution 12: Improve design evaluation skills: Education and Training

Introduction

GOVERNING SOLUTION STATE CHANGE

State B1: no additional design knowledge or skills, indifferent to design issues.
State B2: additional design knowledge or skills, more interest in design issues.
State B3: **additional design knowledge or skills imparted through BfL, more interest in design issues.**

Sequence of this Governance Solution and MCT impact

Single step: Change of positions regarding housing quality and adoption of BfL

Points of MCT impact

STEP: CHANGE OF POSITIONS REGARDING CAPACITY, HOUSING QUALITY AND ADOPTION OF BFL –

On private actions

12 Step 0 MCT impact on interest in improving design evaluation skills

Training also primed actors to be interested in design issues.

12 Step 0 MCT impact on interests regarding improving design evaluation skills– value positions

In the training, the BfL enabled trainees to focus on issues highlighted by the 20 dimensions, This helped encourage councillors to align positions with those of officers and with national good practice as espoused by the BfL.

On belief construction

12 Step 0 MCT impact on epistemological awareness of opportunity to evaluate design, build relationships with other actors

The BfL's multi-criteria format and extensive support material, including case studies, for explaining how evaluations should be carried out actually made it an ideal basis of training. In turn, training could involve a mix of stakeholders, leading to the joint training sessions across traditionally adversarially arrayed groups.

12 Step 0 MCT impact on epistemological awareness of capacity to evaluate design

The BfL enabled actors to both understand what they did not have capacity for, but as a result, helped them to develop the required capacity, especially the **intellectual capacity**. By enabling the discussion around a common 'language' of the 20 dimensions in a non-adversarial arena of 'training', BfL helped to increase positive interactions between traditionally adversarial groups.

On public actions

Training did not immediately transmit destabilisation to the governance path, but puts the potential in place, in the form of increasing confidence and intellectual capacity, particularly.

12 Step 0 MCT impact on opportunity to evaluate design

More **intellectual capacity** for evaluation meant more opportunities being recognised for more sophisticated evaluation, or improvements to the design since design itself happens negotiatively based on the BfL as described by IN7 r Ac5. The evidence for BfL impact was found in the pilot in which BfL was deployed as adopted guidance, rather than as statutory policy.

12 Step 0 MCT impact on capacity to evaluate design

BfL was the basis of technical **intellectual capacity** for evaluating housing design quality in a way that was acceptable to the range of stakeholders. This meant that trainees would have gained capacity to recognise characteristics of good or bad design. They would have felt that they gained sufficient **political capacity** to confidently make an argument for better design quality.

D12 WHICH FEATURES OF MCTS ACTED ON THIS SOLUTION, WHERE?

Cues and frames of primary meaning set out by the BfL dimensions are the bases for shaping primary and meta-meanings, as discussed above.
Training increases the capacity of actors to deal with visual and texual languages of describing design characteristics, with BfL offering a template of 'what to learn'.

Solution 13: Impact of adoption of BfL as guidance standards (not policy yet): Actual changes to design negotiation in development control, to integrate highways design

<u>Introduction</u>

GOVERNING SOLUTION STATE CHANGE

State B2: no integration of design issues in highways and planning negotiations, **no design standards for public space**

State B3: **integration of design issues in highways and planning negotiations with BfL and Manual for Streets as design guidance standards for public space**

<u>Sequence of this Governance Solution and MCT impact</u>

Step 1a: Impact on development control officers and applicants of adoption of BfL as guidance

Step 1b: Use of BfL as basis for problem-solving and negotiation in highways design

Step 2: Change in attitude and ways of working in the delivery of better public spaces in housing developments

<u>Points of MCT impact</u>

STEP 1A: IMPACT ON DEVELOPMENT CONTROL OFFICERS AND APPLICANTS OF ADOPTION OF BFL AS GUIDANCE

On private actions

13 Step 1a MCT impact on interest in deployment of BfL as guidance

Interest in the design quality issues raised by BfL was made compulsory. As the pilot progressed, the value of deploying BfL became clearer to some of the users who would then remain interested in the continued and upgraded use of BfL as policy. Interest of officers is underpinned by the need to deliver better integrated large housing developments. Interest of applicants is driven by the fact that using BfL is not a choice but a requirement to get planning permission. Both these conspire to transmit individual actions to impact on governance path. The BfL is the basis but not the reason for this transmission.

13 Step 1a MCT impact on interests regarding deployment of BfL as guidance – value positions

The value positions of actors became closely aligned with BfL's prescriptions.

On belief construction

13 Step 1a MCT impact on epistemological awareness of capacity in deployment of BfL as guidance

BfL enabled the increased epistemological awareness of **intellectual** and **political capacity** that it brought about. In most cases this was positive; that is, an increase of intellectual capacity, and a rebalancing of political capacity in line with the policy direction, for example, greater political clout for those who are delivering better design. However, BfL was not seen as a miracle tool by all actors. There were some who had concerns with the new way of working and BfL's role in it. For example, development control officers were concerned with the different ways in which BfL could be interpreted. Some highways officers could not see the need for joining up thinking about highways and broader public space design.

Development control officers were concerned with how 'definitive' the BfL dimensions would be in a legal challenge. "If there was (a planning appeal on design grounds), the outcome could be very significant for how we handle things in the future. If we were successful (in winning an appeal on these grounds), then other people would sit up and take notice. But if an appeal were granted, depending on the grounds, then clearly this could well undermine this approach" (IN11 r Ac4). It is notable that the cues, frames and primary beliefs emerging from the BfL still allows much room for interpretation; in other words, there are a number of possibly meta-meanings that could emerge. Whether this is helpful or not depends on an actor's perception of whether the meaning is aligned with his own, or not. On the one hand, "it gives the designers the overall control of the layouts, the contriving of the schemes. If you restrict them by having too many tickboxes for too many issues, the design is not a fluent design, it's a constrained design. It doesn't give designers the opportunities to do what they are trained to do" (IN7 r Ac5). On the other hand, "Clearly those people who are promoting development will be setting out in their design and access statement, how they felt they have met the building for life criteria, and while they might feel that have met the BfL criteria, another professional may consider l that they have not" (IN11 r Ac4).

13 Step 1a MCT impact on epistemological awareness of opportunity in deployment of BfL as guidance

For some of the officers (Ac1, Ac5) BfL increased the epistemological awareness of opportunities that arise with its adoption. Planning applicants see an opportunity of certainty, "housebuilders love it, as it helps them structure their 'argument' in the design and access statements" (IN8 r Ac1) officers see an opportunity to improve the quality of design delivered through the system, "so at the end we have a design that is approved… of a space that … incorporates the highway, to a standard consistent with Building for Life" (IN7 r Ac5).

On public actions

13 Step 1a MCT impact on capacity in deployment of BfL as guidance

BfL provided officers and applicants with the **intellectual capacity** to discuss the question of design quality by explaining a set of urban design principles in non-technical language

through its dimensions that ensured that all had common basis for intellectual capacity. It empowered officers with **political capacity** to demand better quality allowing them to articulate and demand cooperation required.

13 Step 1a MCT impact on opportunity in deployment of BfL as guidance

The adoption of the BfL as guidance imposed the opportunity to deliver better design, which is what the public action should add up to.

STEP 1B: USE OF BFL AS BASIS FOR PROBLEM-SOLVING AND NEGOTIATION IN HIGHWAYS DESIGN (IN7 R AC1)

On private actions

13 Step 1b MCT impact on interest in deployment of BfL as guidance

Interest in the design quality issues raised by BfL was made compulsory.

13 Step 1b MCT impact on interests regarding deployment of BfL as guidance – value positions

The value positions of actors became closely aligned with BfL's prescriptions.

On belief construction

13 Step 1b MCT impact on epistemological awareness of capacity in deployment of BfL as guidance

EVIDENCE CW – about seeking standards for some time.

13 Step 1b MCT impact on epistemological awareness of opportunity in deployment of BfL as guidance

Introduction of the BfL was seen by some highways officers as an opportunity for step change in the delivery process, a new paradigm, and to some extent, at least in some of the examples discussed, this was relatively successful.

On public actions

13 Step 1b MCT impact on capacity in deployment of BfL as guidance

For some highways officers (A5) the BfL provided for negotiation that allowed the issues of urban design and highways design to be considered together for the first time. This constituted a change in the **intellectual**, but also the **political capacity** as it is what some senior officers had been seeking for awhile "…significantly, an adoption standard may not be anything like a good design or good open space criteria". We now work much closer with planning officers at preliminary and detailed planning stages. So at end we have a design that is approved, or has outline consent subject to detail approval of a space that is, or incorporates the highway, to a standard that is consistent with Building for Life, as opposed to try and pull together an adoptable standard of highway once planning has been granted…" (IN7 r Ac5).

13 Step 1b MCT impact on opportunity in deployment of BfL as guidance

The BfL enabled actor purchase on the 'right issues', and it enabled actors to act upon each other in integrative negotiation, by ensuring that the BfL was deployed as the terms of the negotiation. BfL forced all parties to pay attention to qualities of the space between buildings that could only be addressed by seeing 'space between buildings' as a single entity whose quality is important. These 'qualities' are what is described in BfL and comprise 'frames' against which the 'cues' of proposals are assessed. To satisfactorily resolve and stabilise the belief-action cycles that arise, a completely different way of working was required between highways and planning authorities, and the planning applicants, requiring much higher levels of coordination; these parties, once committed to BfL's standards, needed to work together the ensure that all parties achieve acceptable meanings and thus stable cycles.

STEP 2: CHANGE IN ATTITUDE AND WAYS OF WORKING IN THE DELIVERY OF BETTER PUBLIC SPACES IN HOUSING DEVELOPMENTS

On belief construction

13 Step 2 MCT impact on purchase of actors involved on characteristics of good design

All actors used purchase by BfL on the relevant 'design quality' characteristics and formed judgments on them.

13 Step 2 MCT impact on cue-frame connections of actors regarding characteristics of good design

This was enabled by BfL 20 points, which effectively put in place ready connected primary cues and frames. But it these were necessarily internalised and accepted as 'belief' and acted upon before attitudes can be said to have changed.

Private actions

13 Step 2 MCT impact on interest in changing attitude and way of working in delivering public spaces

The interest would have been mixed if not for the compulsion involved through the adoption of the BfL as guidance.

13 Step 2 MCT impact on interest regarding in changing attitude and way of working in delivering public spaces – value positions

The compulsory use of BfL strongly harmonised all value positions towards changing the 'way of working', but not necessarily attitude.

*Solution 14: Adoption as statutory policy in the future

c.f. KEY STORY 6

<u>Introduction</u>

GOVERNING SOLUTION STATE CHANGE

State B2: no design standards in planning policy for public space

State B3: design standards in planning policy for public space

<u>Sequence of this Governance Solution and MCT impact</u>

Single step: Adoption as policy in the future

<u>Points of MCT impact</u>

STEP: ADOPTION AS STATUTORY POLICY IN THE FUTURE

This step is entirely projected as the adoption has not happened. However, it explains what the content of stakeholders' epistemological awareness may be.

On private actions

14 Step 0 MCT impact on interest to adopt BfL as statutory policy

The BfL, and the Housing Audit raised the interest of relevant stakeholders in housing quality to a critical level. This was a prerequisite of considering the adoption of BfL as a policy standard.

14 Step 0 MCT impact on interests regarding adopting BfL as statutory policy – value positions

There was a mix of 'for' and 'against'. For it were officers and councillors very keen either on delivering better quality public spaces or improving the way in which these design negotiations worked, and some developers who welcomed increase certainty as the authority committed to explicit standards in policy. Against it were some developers who argued that meeting those requirements meant additional cost. Some officers felt that the value of adopting such a standard was not yet proven, especially in an appeal situation. The legalistic approach to determining these meant that development control services prefer policies that had less room for interpretation, not more. This was echoed by interviewees from other authorities, outside this particular solution network.

On belief construction

14 Step 0 MCT impact on epistemological awareness of capacity to adopt BfL as statutory policy

Based on the preceding steps, the BfL could clearly be seen as providing the basic content for increasing the capacity of the range of stakeholders. For the councillors, this included the intellectual capacity to assess quality and the political capacity to seek it.

14 Step 0 MCT impact on epistemological awareness of opportunity to adopt BfL as statutory policy

The potential advantages made adopting BfL itself as the means to address the problem raised by the Housing Audit an easy logical step to make as, through the preceding steps, the features of the BfL and what it could bring to a development control means of delivering housing quality became clearer.

On public actions

14 Step 0 MCT impact on capacity to adopt BfL as statutory policy

The groundwork in Step 2 above is the extent to which actors have had capacity to introduce the adoption of the BfL as policy, and BfL clearly contributed to this gradual increase in both intellectual and political capacity to enable these diverse steps.

14 Step 0 MCT impact on opportunity to adopt BfL as statutory policy

Each step above created new opportunities on which to ultimately build the decision to adopt formally. As can be seen, the BfL contribute in small ways to each step above, both foundationally and peripherally.

Solution Network E

**Solution 15: Do the Audit Walk / training: skills and confidence gained, issues noticed*

c.f. KEY STORY 7

Introduction

GOVERNING SOLUTION STATE CHANGE

State B2: no Audit Walk and **no skills nor confidence to articulate knowledge** about quality of public spaces
State B3: local people trained with CSA, **skills and confidence to articulate issues** about the quality of public spaces

Sequence of this Governance Solution and MCT impact

Step 1 The CSA was carried out, underpinned by network of consultation and relationship-building exercises
Step 2 new understandings of walking environment were developed by participants, enabled purchase of actors on other actors, changing trust and confidence
Step 3 Led to change in relationship of trust and confidence
Step 4 Local residents invited to joint consultation Groups

*STEP 1 CONDUCTING THE CSA, UNDERPINNED BY NETWORK OF CONSULTATION AND RELATIONSHIP-BUILDING EXERCISES

On belief construction

15 Step 1 MCT impact on purchase of walk participants on issues and on other actors during the walk to gain skills and confidence to act on the walking environment

The CSA provided the occasion – the Audit Walk – and the content on which actors need to have purchase. The very doing of the walk made big changes to the relationships between people because it provides an arena for mutual purchase, and an opportunity for actors to adjust their 'relative power' – that is, affecting the political capacity, and thus their social capacity. A sense of confidence and relative power, and being on level playing field with officers and professionals began there.

*STEP 2A ACTORS MAKE NEW SENSE, GAIN NEW UNDERSTANDINGS OF WALKING ENVIRONMENT AND ENABLED PURCHASE OF ACTORS ON OTHER ACTORS, CHANGING TRUST AND CONFIDENCE

On belief construction

15 Step 1 MCT impact on cue-frame connections of walk participants on issues and on other actors during the walk to gain skills and confidence to act on the walking environment

The Audit Walk was facilitated by professional facilitators, and cues of 'walking environment quality' were pointed out, with 'frames' provided as to how these were to judged to make sense. These new cue-frame connections were new realisations for many of the participants, who had not noticed these cues before, but immediately accepted them as being valid indicators of the quality of public space: "I've lived here for 56 years, and when you look down the street, well you just never thought about these things. But when he highlighted.... Oh yes, it looks awful" (IN32 r Ac1). The walk destabilised actor trajectories and forced new beliefs to be constructed in way that is controlled.

On private actions

15 Step 2a MCT impact on interest in gaining skills and confidence to assess the walking environment

The Walk generated a great deal of new interest in the walking environment, mainly by 'opening the eyes' of local people and officers alike. Cues were made relevant and therefore meaningful, both to the quality of the walking environment and to participants. For example, "footpaths, you have to have dropped curves. Fairly obvious, but it was the way in which they approached it that was different from the standards way that the council approached it. And the way they explained, this needs to have a slight curve on it to prevent a runaway situation with a wheelchair – ah" (IN32 r Ac1).This destabilised their trajectories, where there

were discrepancies between what they observed and what they desired. The Audit Walk also enabled the development of interest in walking environment issues, and on other actors, as they came into contact on the Walk.

15 Step 2a MCT impact on interests regarding skills and confidence to assess the walking environment– value positions

At this point, the change in value positions were varied, and related to newly-learnt skills of noticing problems in the walking environment.

On belief construction

15 Step 2a MCT impact on epistemological awareness of capacity to assess the walking environment

Through facilitation, Walk participants developed the **intellectual** technical **capacity** to assess the walking environment, the **political capacity** to solve problems arising. The awareness of how that capacity could be deployed arose after the Audit Walk possibly during discussions of the Steering Group, much later, although the Walk enabled the realisation of many of the participants, of their initial lack of intellectual technical capacity regarding the walking environment, but also of the possibility of increasing this. The Walk provided actors' with the opportunity to build **social capacity** which enables the transmission of individual actions into the 'public' or 'shared' cycle that then affects the governance path. By its very nature, interactions between individuals who are relevant stakeholders, did this. The evidence also suggested that social capacity in this case was founded on perceived political capacity: "... the grasp of what's what and the confidence of the community/people… the thrill in people's faces to know that they can sit there on an equal level around the table with the people who are planners, regeneration people and could voice their opinions" (IN31 r Ac4).

15 Step 2a MCT impact on epistemological awareness of opportunity to assess the walking environment

The CSA and the follow up invitations to participants in the Steering Groups provided opportunities to assess the walking environment problems in the form of both the arena provided, that is, the Steering Group, the content for discussion.

The Audit walk was an opportunity for purchase of actors on other actors leading to interactions and potential relationships, as well as the awareness of its potential. Evidence suggests that it was the LSP officers in particular who had this awareness and put into place resources to translate this into actual opportunities. "I am the local strategic partnership manager. I have responsibilities for the entire district. My responsibilities are across various theme and one of them are for safer and stronger community where it's about the public realm, housing, public space and people's perception of how a clean area and living

environment. We also have a responsibility for healthier communities, local business and employability, enterprising are the major priorities… It's a holistic approach and the street audit is one of the elements of part of a huge program to make a safer and strong community" (IN29 r Ac4).

On public actions

This is an instance where it is likely that the epistemological awareness of capacity and opportunity only arose after the capacity and opportunity was exercised, in the arena of the 'Consultation Steering Group' which the participants of the Walks were invited to join and which enabled the exercise of capacity and realisation of opportunity. See Step 3 below.

This was in line with the mediators between private actions and the public governance path being put in place from top-down: the LSP had long recognised the needs to improve "quality of life by improving housing standards and services and to affect the relational: "to improve social cohesion" (IN29 r Ac4), and the CSA was one of several techniques used to help realise this. This was the foundation of the political capacity of individuals, which then became extended by the CSA. The Steering Group itself provided the opportunity for this.

15 Step 2a MCT impact on capacity to assess the walking environment

Through facilitation, Walk participants developed the **intellectual capacity** to assess the walking environment. The epistemological awareness of intellectual capacity contributed directly to the confidence of local resident stakeholders, who then translated this directly to political capacity, and which then led to their decisive action within the Consultation Group decision-making arena. Briefly, this involved putting across a direct counter-proposal to the one set out by officers, and backing that up with a reassertion of local participants' in the Group's right to be heard.

15 Step 2a MCT impact on opportunity to assess the walking environment

The Audit walk itself was an opportunity for the purchase of actors on issues surrounding the walking environment, thus developing a new understanding of it, "but when he highlighted. Oh yah, it looks awful" (IN32 r Ac1). It was also an opportunity to understand what others thought of their environment. "They're also then able to communicate the whats, whys and wheres in a clearer manner and more understanding that cascades through into the community rather than everyone huddled in the corner complaining about what the council didn't do" (IN31 r Ac4). The CSA also increased opportunities to change the levels of trust in other stakeholders and confidence in dealing with them regarding the technical issues of the walking environment. The most obvious way in through the Steering Group. "... very much as a two-way process: on the one hand it is about giving people the opportunity to communicate what they think about the public space that they use, and how it might be improved, but it's also about giving those people a better understanding about how it works" (IN33).

*STEP 3 LED TO CHANGE IN RELATIONSHIP OF TRUST AND CONFIDENCE

On belief construction

15 Step 3 MCT impact on purchase of all walk participants on cues of trust and confidence
Purchase on cues of trust was through the direct contact between facilitators and stakeholders, and between the different stakeholders.

15 Step 3 MCT impact on cue-frame connections of all walk participants regarding cues of trust and confidence
The CSA did provide the reasons for discussion in the form of the issues raised by its dimensions. It is through interactions first enabled by the CSA that the local authority officers develop trust in local people, in the 'sensible-ness' of what local people could be contributing: "You… trust that the community can have good solutions..." (IN31 r Ac4). It is to the CSA that local people appeal to demonstrate this 'sensible-ness'.

*STEP 4 LOCAL RESIDENTS INVITED TO JOINT CONSULTATION GROUPS

On private actions

15 Step 4 MCT impact on interest to engage local stakeholders
This was how the possibility of destabilisation of the governance path was made real for some local residents who had participated in the CSA Audit walks when they were invited to become members of local follow up Steering Committees. These groups were set up by and supported by the Local Strategic Partnership (LSP).

15 Step 4 MCT impact on interests regarding engaging local stakeholders – value positions
Local residents were keen to join the groups, and were well-represented. The position of the LSP was that this was another part of the efforts to properly engage local people, the CSA simply provided the opportunity.

On belief construction

15 Step 4 MCT impact on epistemological awareness of capacity to engage local stakeholders
Local residents who were invited recognised the potential for their capacity should they accept. The LSP recognised the potential of the CSA and local resident participation in improving the built environment. The LSP also recognised the need to affect the relational, that is, **social capacity**: "to improve social cohesion".

15 Step 4 MCT impact on epistemological awareness of opportunity to engage local stakeholders
For local residents, participation in the Steering Group provided the **opportunity** to apply their newly acquired intellectual capacity, but their very inclusion also increased their

political capacity. For LSP, this was opportunity to further their agenda for more engagement.

On public actions

15 Step 4 MCT impact on capacity to engage local stakeholders

The beliefs enabled by CSA were translated into public action by enabling 'new understandings' and 'new trust and confidence'. But the capacity that the CSA instilled in local stakeholders was only brought to bear on decision-making by the inclusion of those stakeholders in the Steering Groups, which were the decision-making arena.

15 Step 4 MCT impact on opportunity to engage local stakeholders

However, these actions needed an arena in which to be played out.
This was enabled by inviting local residents who had taken part in the Audit Walk to take part in the joint consultation groups, which made decisions on the delivery of the proposed walking environment improvement projects.

*Solution 16: Contributions made in the Steering Committee – multi-lateral deliberations affected design decisions for public space

Introduction

GOVERNING SOLUTION STATE CHANGE

State B1: **No involvement** in steering committee
State B2: **Access** only to steering committee
State B3: **Meaningful contribution** to decision-making due to confidence provided by the CSA

Sequence of this Governance Solution and MCT impact

Step 1 Issues concerning proposals raised in Consultation Group
Step 2 Issues considered by Group members, specifically local members who were confident as result of skills gained and relationships built in Audit Walk
Step 3 Issues investigated by local resident Group members
Step 4 Local resident Group members develop new ideas about proposal
Step 5 Local resident Group members contribute this to discussion in Group -
Step 6 Consultation Group members consider
Step 7 Consultation Group members capitulate
Step 8 Proposals delivered

<u>Points of MCT impact</u>

*STEP 1 ISSUES CONCERNING PROPOSALS RAISED IN CONSULTATION GROUP

On belief construction

16 Step 1 MCT impact on purchase of all Steering Group members on issues of walking environment
CSA enabled presentation of issues raised by the Audit to the Steering Group in a commonly understood language for all Group members. Some of these were of concern to local residents.

16 Step 1 MCT impact on cue-frame connections of all Steering Group members on issues of walking environment
It did so in terms of cue-frame connections contained within its dimensions.

*STEP 2 ISSUES CONSIDERED BY GROUP MEMBERS, SPECIFICALLY LOCAL MEMBERS WHO WERE CONFIDENT AS RESULT OF SKILLS GAINED AND RELATIONSHIPS BUILT IN AUDIT WALK.

On private actions

16 Step 2 MCT impact on interest in issues discussed in the Steering Group
Already interested by virtue of participation in Steering Group.

16 Step 2 MCT impact on interests – value positions regarding issues discussed in the Steering Group
Made them aware of situation, and enabled articulation of the problems. CSA shaped but did not dictate them.

On belief construction

16 Step 2 MCT impact on epistemological awareness of capacity
Ac1 had begun to be aware of their intellectual capacity during the Audit Walk. This developed further, as well as political capacity, within the Steering Group. The former came directly from the CSA, and the latter, indirectly.

16 Step 2 MCT impact on epistemological awareness of opportunity
That Ac1 were highly aware of the opportunity available to them enabled them to grasp them.

*STEP 3 INVESTIGATED BY LOCAL RESIDENT GROUP MEMBERS

On belief construction

16 Step 3 MCT impact on purchase of local resident group members on spending decision issues raised in group meeting

The CSA provided purchase on these issues.

16 Step 3 MCT impact on cue-frame connections of local resident group members regarding spending decision issues raised in group meeting

The skills learnt during the CSA Audit walk were deployed to discriminate between what was worth proposing, and what was not: "These railings, they look really cold, we'll give them a lick of paint. We dug our heels on this one, two of us in particular and said, no, this is going to look awful, black is so out of fashion, green is a lighter colour, looks user friendly – so they did, ordered green street furniture, and painted existing bollards, lampposts, railings green. What a different it made. That's another thing we learnt from (audit) it was the colour and texture that made all the difference" (Ac1).

*STEP 4 LOCAL RESIDENT GROUP DEVELOP NEW IDEAS ABOUT PROPOSAL

On private actions

16 Step 4 MCT impact on interest in developing new proposals

The CSA helped Ac1 understand the relevance of the issues to them. Participation in the Steering Group consolidated interest.

16 Step 4 MCT impact on interests regarding developing new proposals – value positions

The CSA shaped the principles on which these ideas were based. The Audit Walk training had instilled enough confidence to then modify these interests, if necessary.

On belief construction

16 Step 4 MCT impact on epistemological awareness of capacity

Ac1 had begun to be aware of their intellectual capacity during the Audit Walk. This developed further, as well as political capacity, within the Steering Group. The former came directly from the CSA, and the latter, indirectly. This contributed directly to the confidence in the development of new proposals, and proposal details.

16 Step 4 MCT impact on epistemological awareness of opportunity

That Ac1 were highly aware of the opportunities presented by the Steering Group to enact their interests were clear, as they insisted on being listened to, "… we were on a Steering Group, (so) we've got to have equal say... what's the point of this (programme and Steering Group) unless you stick to what is said, we would have wasted all our time. And that argument they had to acknowledge straight away…" (IN32 r Ac1).

*STEP 5 CONTRIBUTE THIS TO DISCUSSION IN GROUP

On public actions

16 Step 5 MCT impact on capacity

They also enabled these actors to seek further information on technical issues not actually discussed in the CSA, to further increase capacity. "One of those things that the street audit highglighted, we didn't reduce carparking, in fact increased it, but we've given the traders another chance to capture some trade" (IN32 r Ac1). What really initiated governance path destabilisation was the confidence with which these local residents acted and spoke up.

16 Step 5 MCT impact on opportunity

This was both boosted in confidence by their new skills based on the CSA and in their status as members of the steering groups, which provided the opportunity for speaking up.

*STEP 6 CONSULTATION GROUP MEMBERS CONSIDER

On belief construction

16 Step 6 MCT impact on purchase

The CSA remained the basis of purchase of other group members on the proposition of the local residents (Ac1), but this link was becoming tenuous as Ac1 developed their own detailed agenda.

16 Step 6 MCT impact on cue-frame connections

The impact of the CSA on the cue-frame connections was indirect as Ac1 invoked the legitimacy of the Steering Group as the decision-making body. The cue was rather, the commitment of all group members to the idea of the group being coterminuous with decision-makers.

*STEP 7 CONSULTATION GROUP MEMBERS CAPITULATE

On private actions

16 Step 7 MCT impact on interest in capitulating

Interest was ensured, but increased as the proposals put forward by Ac1 challenged established practice of procurement decisions. CSA did not play a discernible role.

16 Step 7 MCT impact on interests regarding capitulation – value positions

The CSA had no direct impact on the interests regarding capitulation. However, the proposals were put forward within the arena of the Steering Group, and by confident local people, who compelled capitulation by referring to the status of proposals made in the Steering Group and appealing to the principle of participants 'having equal say'.

On belief construction

16 Step 7 MCT impact on epistemological awareness of capacity to carry out proposals

CSA ensured that the epistemological awareness of its status gave other non-resident Steering Group members the **political capacity** to capitulate, due to its known and endorsed nature.

16 Step 7 MCT impact on epistemological awareness of opportunity to carry out proposals
CSA had no discernible impact on epistemological awareness of opportunity.

*STEP 8 PROPOSALS DELIVERED

On public actions
Ultimately the public action was that all group members capitulated. The CSA could arguably be said to have enabled this decision by laying the foundation for a number of pathways that led to it.

16 Step 8 MCT impact on capacity
n/a

16 Step 8 MCT impact on opportunity
n/a