

Designing Neighbourhood Engagement in Glasgow for People and Planet



#CityChangeMakers2024



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Contents

Designing the Programme	4
How We Worked	6
Where We Worked	12
Who We Worked With	14
What It Looked Like	16
What We Achieved	40
What We Learned	42
Independent Evaluation	43
City Change Makers Told Us	44
Recommendations	46
Next Steps	48

CITY CHANGE MAKERS



Designing Neighbourhood Engagement in Glasgow for People and Planet

Glasgow's Climate Plan sets out the city's ambition to achieve net zero carbon by 2030, with a focus on community empowerment and climate resilience, enabling local action on climate change, equity and inclusivity, and health and wellbeing.

The Thriving Cities Initiative (TCI) aims to help create equitable and thriving communities to support the wellbeing of people and the planet. Through this initiative, C40 Cities is supporting Glasgow City Council to move from ambition to action by bringing people together to co-design citizen-centred approaches which support Glasgow to become a fair and thriving city.

The Centre for Civic Innovation (CCI) has been listening to, and learning from, people across Glasgow's neighbourhoods to better understand the challenges they face today. We work with people and learn from their experiences to help co-design a future Glasgow where communities can thrive and people can be proud.

We believe that creating positive change requires ground-up solutions, especially when it comes to complex issues like climate change, that impact people's everyday lives.

Programme Background

The CCI partnered with the TCI to develop a project focused on Enabling Community Action on Urban Consumption, Resilience and Wellbeing, and to understand how the city might support people in Glasgow to better respond to climate change. City Change Makers was created to work with local communities who are facing the worst impacts of climate change and understand the challenges they face, what they care about, and what they would like to see happen in the future.

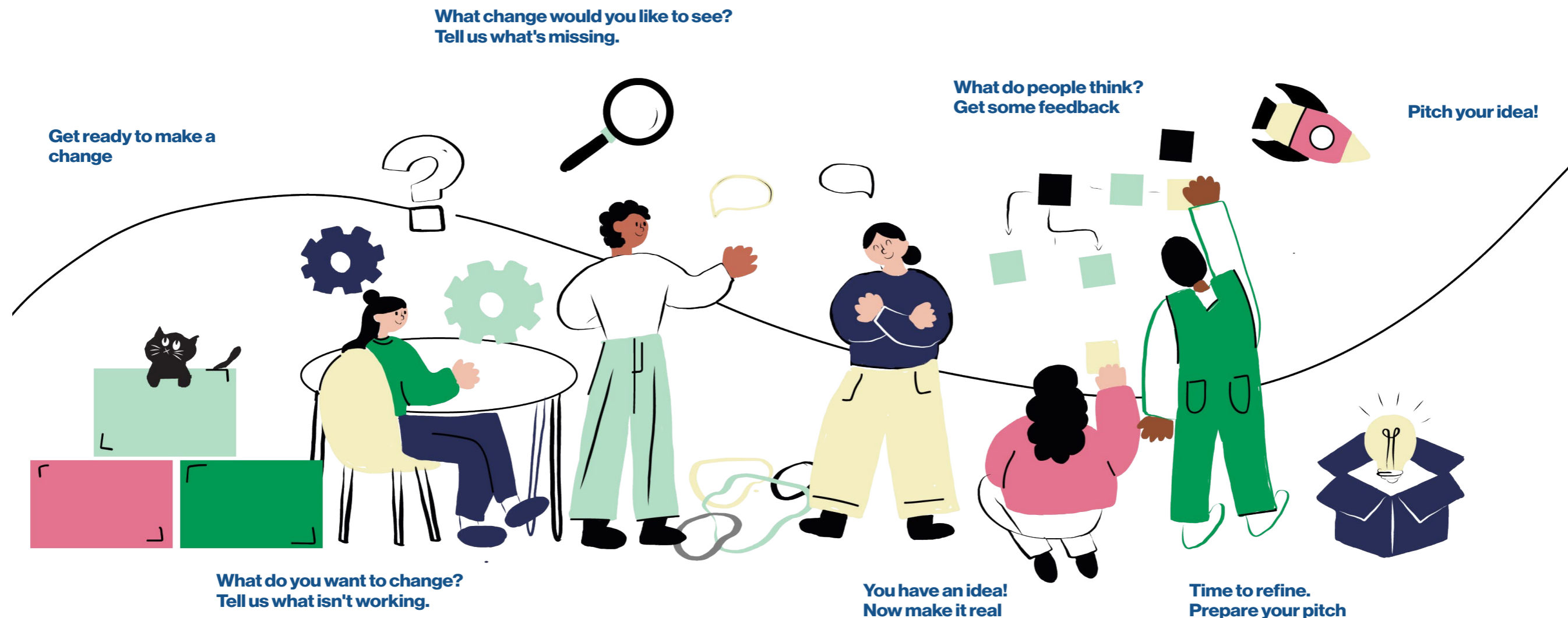
With funding from C40 Cities and the Carbon Neutral Cities Alliance (CNCA), we supported two organisations (Make Do and Grow and Govanhill Housing Association) and local people from the neighbourhoods where these organisations are based (Govan and Govanhill) to prototype, test and scale their ideas, and support neighbourhood action that builds resilience to the impacts of climate change, while improving the wellbeing of people and planet.

This involved developing a design accelerator programme, a series of workshops taking participants through a design process, to develop solutions to the climate-related challenges they experience in their local areas. The programme supported groups to co-design community-led projects that both tackle climate change and serve the needs of local people and also provided every participant with a globally recognised qualification in service design.

Final project prototypes that have emerged will be prototyped and tested locally with a view to scaling and building capacity across the city. The solutions aim to build on what is already strong in these neighbourhoods and support climate and socio-economically vulnerable communities, to make better use of resources to create fair and equitable solutions that benefit people and planet.



Designing the Programme



In January 2024, CCI were approached by C40 Cities, the Sustainability Team at Glasgow City Council (GCC), and the Green Economy Team within GCC's Economic Development, to identify opportunities for collaboration on two similar pieces of work. The former was a proposal developed as part of the Thriving Cities Initiative aimed at improving equity and understanding consumption patterns in Glasgow, and the latter was a CNCA funded project focused on citizen co-design to support a fair and equitable transition to net zero for the city.

After hosting a Framing Workshop to understand the synergies between the two project proposals, CCI began to work in collaboration on the TCI and CNCA outputs, to support a programme to "enable community action pathways to resilience and wellbeing". Instead of tackling this in the traditional model of appointing a third party to distribute mini grants that offer little or no sustainable impact, CCI decided to develop a programme that allowed them to work directly with local communities to understand how things could work differently.

The reasons for this were...

- + Without an external delivery partner, funding for communities could be maximised.
- + In line with our Citizen Power programme, we could develop and test a model for working with citizens on complex city challenges that embeds citizens in the solutions for people and planet.
- + Working this way would put citizens and local neighbourhoods first and allow us to understand how solving their problems alongside them might support the council to make an impact on their own more global challenges

We could expand on our City Change Makers programme to build capacity and knowledge in creative problem solving for colleagues, citizens and local organisations with practical evidence of how to tackle this in a climate focused project

"All our citizens should have a stake in the life of their city economy and no one should be left behind as it goes through change."
 – Glasgow Strategic Plan

CCI's **City Change Makers programme** allows the council to work with citizens on complex city challenges by embedding them in the solutions we develop. Working on live projects, the CCI have developed a model that supports innovation for people and planet while building capacity and knowledge in design and creative problem solving.

This model has seen staff from across the council take part in design led sessions and develop skills and knowledge, qualifications and foster a citizen-centred culture. The model is currently being developed into a multi-disciplinary employability pilot to create a network of citizen designers, data scientists and storytellers across Glasgow.

In this instance, the programme looked at how communities are impacted by climate change to understand how the city can support them better, and guided participants through the steps required to turn their ideas for local climate action into reality but the idea is that the learning and tools developed can be applied in any context.

The wider pilot will seek to create and test a unique employability programme to recruit and/or up-skill local people to become the problem solvers in their local neighbourhoods and be a catalyst for the significant system change required for a just transition. This programme will not only provide new and exciting skills and employment opportunities within local communities, it will also harness the expertise of our citizens to co-create solutions with city colleagues, solving our collective challenges and make best use of resources.

It will build community wealth and help move people towards fair work while helping us as an organisation invest in our own capacity to solve our biggest challenges.

How We Worked

Project Principles

CCI have six project principles informed by their Citizen Power work.

Understanding local priorities,
what people want & need

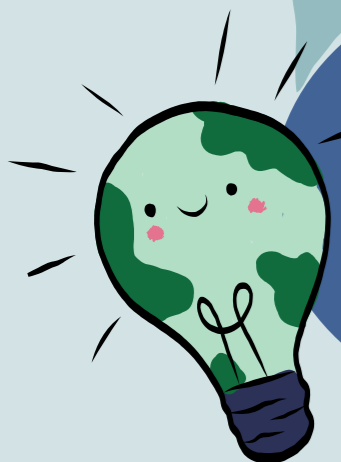
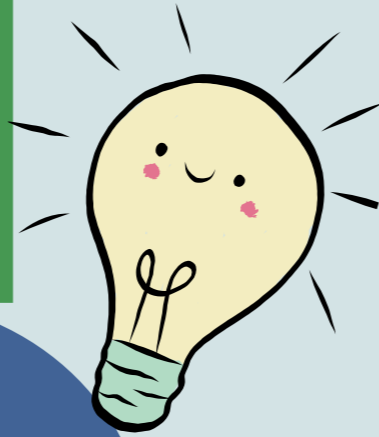
Hearing local voices

Transferring power
to people to make
decisions with impact

Enabling wide inclusion
& better representation

Using creative, accessible &
transparent methods

Celebrating and
building on the
things that
are good



How does it work?

The programme was split into five workshops that focussed on stages of the design process as outlined by the Design Council's Double Diamond. A design-led approach encourages collaboration, questioning, testing, and learning to work towards people-centred solutions.

Both organisations applied to City Change Makers with an initial challenge. Over the course of the programme, the two groups identified underlying challenges faced by them and their communities. They tested potential solutions to these challenges and ultimately produced an idea that could benefit the local area.

Each workshop looked to build on the ideas and findings from the previous session to develop final project prototypes that could be brought to life with £25,000 of funding.

The 5 workshops consisted of...

- + Introduction
- + Framing the Challenge
- + Coming up with Ideas and Prototyping them
- + Test, Learn and Refine
- + Pitch your Ideas!

“ The Centre for Civic Innovation is leading the way in using design to convene multiple stakeholders in the civic space, creating programmes that ensure solutions work for everyone: the people, local authorities, and organisations within communities in the city. City Change Makers is a multi-layered project which touches on climate solutions, social impact, building stronger community connections, and empowering individuals. This is a model that other cities in Scotland can learn so much from. ”

Lynne Martin, Strategic Lead, Design and Innovation, V&A Dundee

The above six principles were used to help guide the design of City Change Makers.

Building effective teams

From our Citizen Power workstream, we have learned that including local voices has a significant impact on projects in communities by embedding knowledge, skills and innovation from people who live in the neighbourhoods where we work.

To treat our City Change Makers fairly for their contribution and collaboration, we used project funding to enable inclusive participation.

We worked with...

2

community organisations

Each organisation will get...

£5,000

to test their ideas

They attended...

5

full day workshops

A further grant of...

£50

to complete a research diary

Each organisation recruited...

5-10

local people to take part

And up to a further...

£20,000

to scale their projects

A participation grant of...

£168*

received to take part

They will receive...

£840

in total per person

We saw great benefits through awarding participation grants to the City Change Makers cohort.

Our main recommendation to peers would relate to the benefits of awarding participation grants to citizens to take part in climate-related projects and programmes, and focusing efforts on supporting climate vulnerable and marginalised communities.

We wanted the participation grants to show that we respected participants time, their opinions, and that their knowledge of the local area was valued. It was essential to ensuring fairness and inclusivity were built into the ethos of the programme, and meant people were committed and eager to contribute..

Although only 4 out of 13 City Change Makers said they would not have attended without the participation grants, 54% commented that the grants impacted their choice to keep coming back.

For those City Change Makers, the grants increased...

- + Effort people put in
- + Time people put in
- + Number of sessions they attended
- + Self-esteem
- + Peace of mind

“ I felt the idea behind the vouchers were to make everyone feel equal, and their input to be valued, as equal.

Govanhill local, part of Govanhill H.A. group

*Grants paid in vouchers based on Scottish Government Guidance: paying participant expenses and compensating for time, February 2024

“ I thought this was an integral part of the workshops, and really allowed people to contribute, as it freed up other financial worries for people on low income, and/or food insecure, and boosted self-esteem.

Govanhill local, part of Govanhill H.A. group



Strategy for Participatory Decision Making

Our goal at the CCI is to develop and co-design how we empower colleagues, citizens, and communities to creatively solve the problems they face together.

By combining our creative and inclusive approaches, place-making principles, and data science we are designing new systems, communities of practice, tools, and methods to inspire a network of citizen designers and solvers to participate and co-design the city they want to live in.

So far, this programme has seen us build a model for participation in local neighbourhoods through Your Citizen Voice. The team co-designed a system with over 200 citizens that enables Area Partnerships (local governance panels) to make decisions based on the ideas and opinions of as many local people as possible.

We have also developed a system for Including Young People's Voices, which celebrates and elevates the voices of young people in communities and involves younger generations in shaping and co-designing the city.

Building on these award winning programmes, we have worked with the partner organisations that were selected to be City Change Makers, and designed a bespoke strategy for participatory decision making that enabled the communities to make decisions throughout the programme.



Based on all of our learning to date, this system was designed specifically with the local groups to ensure we could design the most effective process for their neighbourhoods. More broadly, all of our systems are based on the following principles:

- + Target all affected stakeholders to maximise impact
- + Be creative
- + Be equitable and inclusive to all
- + Be open, accessible and transparent
- + Be clear and consistent in our communication
- + Be supportive and build on what's good locally

Our approach

Designing the system for participatory decision making involved...

- + An onboarding session with the City Change Makers local organisations to understand better the organisations and citizens groups they brought with them.
- + Using the Introduction session to understand how groups wanted to work together and make decisions as a collective.
- + Used the following sessions to prototype our system for participatory decision making with groups. Tested decision making methods such as dot voting to help groups prioritise findings democratically.
- + Developed the following system through City Change Makers programme:

Use of the system

- + Our whole process is about democratic participation and collaboration. As such the system for participatory decision making ran throughout the programme.
- + This would include how we make decisions as a team right through to making sure the community have a say in how the ideas are prototyped in neighbourhoods in 2025.

Developing a common language

We identified a need for a shared understanding and terminology for effective engagement with communities in the context of climate justice.

We worked with Rhys Williams, a Senior Lecturer in Energy & Environmental Humanities at the University of Glasgow to begin to understand what our common language might look like.

There are already numerous climate glossaries available that document the current terminology used to talk about climate change and all that it involves. However, do terms grounded in science and policy connect and engage with people?

We wanted to find out how people want to talk about the issues that affect them. This could enable local governments to meet them halfway and communicate in ways that resonate with people.

We asked ten Govan community members what the words culture, nature, and wellbeing meant to them. They told us...

Culture means...

- + A way of living.
- + Something to be celebrated, warmth, joy, creativity, and a sense of welcome.
- + Something that can be ingrained, like positive and negative behaviours.



Nature means...

- + Places of value to all ages and cultures, as a social resource and public good.
- + Communications guided by what matters directly to people rather than tied to a sense of climate responsibility.
- + Developing a sense of responsibility for place, to be nurtured through a sense of ownership, and the means to maintain it.



Wellbeing means...

- + Referring to physical, mental and emotional health.
- + A word used to avoid speaking directly about what the issues are. For example, "People in Govan are dying younger than anywhere in the UK, here's what we are going to do about it.", as opposed to "We need to improve wellbeing in Govan".
- + Improving infrastructure, and the efficiency of basic services, so as to bring tangible benefits to peoples lives. For example, in housing, health, transport, and waste management.



This is part of our ongoing work to understand how we can bridge the gap between how the council speak about what we are doing and how local people talk about challenges that affect them. It aims to meet people where they are and engage with them on their terms.

Internal research into terminology used to speak about all things climate related showed that council colleagues use more formal definitions that are technically correct, however require more specialist knowledge.

Outputs from this research will help CCI create materials and events that are accessible to all, and beyond that, enable the wider council to effectively engage and learn about what matters most to people.

Where We Worked

Identification of Priority Neighbourhoods

To allow us to work with local communities where this programme would be most valuable, we carried out research to understand which areas of Glasgow are most vulnerable to the impacts of climate change and other socio-economic circumstances.

From this research, we created a set of criteria that was used to identify neighbourhoods that would benefit most from co-designed solutions to their challenges.

The criteria & individual factors

Climate Mapping

- + Wards impacted by flooding and heat
- + Wards with lowest percentage urban woodland coverage
- + Wards targeted for tree planting
- + Wards experiencing extreme fuel poverty

Economic Inequalities

- + Wards featured in child poverty booster wards

Capacity in our networks and communities

- + Wards where CCI have networks

Selection of Priority Neighbourhoods

We looked at all of the data we gathered and categorised them with different colours. We first shortlisted the ten areas most affected by flooding and heat. Using complementary data sets, we then identified which of these areas were also affected by a range of different factors which contribute to climate vulnerability to rank and prioritise Wards for us to work with.

We did this because the flooding and heat risk dataset from Climate Ready Clyde's Climate Vulnerability Map is the strongest data set available that identifies postcodes exposed to climate risks. It is also mapped against Scottish Index of Multiple Deprivation (SIMD) data, and therefore provides a more complete picture of climate vulnerability.

Wards most impacted by flooding and heat:

- + Calton ●
- + Govan ●
- + Southside Central ●
- + Garscadden/Scotstounhill ●
- + Canal ●
- + Dennistoun ●
- + Drumchapel/Anniesland ●
- + East Centre ●
- + Springburn/Robroyston ●
- + Greater Pollok ●

Wards more impacted by full criteria:

- + Calton ●●●●
- + Govan ●●●●
- + Southside Central ●●●●
- + Garscadden/Scotstounhill ●●●●
- + Canal ●●●●
- + Dennistoun ●●●●
- + Drumchapel/Anniesland ●●●●
- + East Centre ●●●●
- + Springburn/Robroyston ●●●●
- + Greater Pollok ●●●●

The criteria showed that Calton, Govan and Southside Central should be considered for the project.

Calton and Govan ranked highest for the factors that we researched. Southside Central ranked equally with Canal and Greater Pollok, with four factors each. As Southside Central is exposed to more severe flood and heat risk, and stands out as an area with less access to green space, it was placed within the priority neighbourhood category.

These three areas will also be the first key areas that will have new interventions piloted by the Glasgow City Council Child Poverty Programme. This will involve working with those with lived experience of poverty in Glasgow, offering the potential to provide additional insight to the TCI's work, particularly around the area of consumption.

Evaluation key:



Who We Worked With

Following the research, we reached out to a network of community organisations in Calton, Govan and Southside Central inviting them to join an online Information Session to find out more about City Change Makers and the application process. Reaching out directly to our current network of community organisations in these Wards and advertising widely on social media helped to connect us with a range of groups.

Evaluation criteria

We developed a set of criteria to decide which 2 community organisations from Calton, Govan, or Southside Central we would work with on the City Change Makers programme. The criteria was designed to help us understand which organisations have the qualities needed to work together well and shape solutions that could impact their community in a meaningful way.

The criteria we used to evaluate proposals



Following the Information Session on 9 July, 9 organisations submitted an application via an online form. The form was broken into categories to allow us to learn about what the organisations do, why they wanted to take part in the programme and the change they hope to be part of in their neighbourhood.

Evaluation process

To decide who we would work with, an evaluation process was designed to ensure applications were assessed fairly and with a range of different perspectives.

- 1 Panel of 6 reviewers assessed each of the 9 applications in isolation
- 2 Individual assessments submitted via private Miro boards to CCI
- 3 CCI Data Team collated results ahead of collective meeting
- 4 Online Evaluation Session with assessors to review and make final recommendation

Application evaluation session

After assessing and scoring the applications individually, the group met online to discuss the results and select which 2 organisations would take part in the programme.

The CCI's data scientist aggregated scores for the individual assessments and collated the results for the Evaluation Session. He presented these in the meeting and facilitated a discussion around any differences or anomalies in the voting. He also helped facilitate a final vote following the discussion. Anna hosted the online meeting and took notes of key discussion points throughout.

Collated scores

Individual scores were revised into averages which split applications into different bands of low, middle, and high approval.

The panel agreed to discuss the four applications with the highest approval average scores; applications 3, 1, 4 and 6.

- + Application 3: **29.8**
- + Application 1: **27.2** High
- + Application 4: **26.7**
- + Application 6: **26.7**
- + Application 2: **24.7**
- + Application 7: **21.5** Medium
- + Application 8: **21**
- + Application 9: **11.5** Low
- + Application 5: **10.3**

Making the final decision

Each individual application was discussed in detail. Panel members each had a chance to present their perspective, taking into account all view points.

All reviewers were asked to vote on the four applications in order of most to least favourable, taking into account the feedback from the discussion. We used the Microsoft Teams chat function to do this by asking members to submit their votes at the same time to avoid any bias in our decision making.

Make Do and Grow

Toy Library

Govanhill H.A.

Gardening Training Centre tackling local waste challenges

New Gorbals H.A.

Creating pockets of multi-use green space to tackle the unintended consequences of the LEZ

Rags to Riches

Develop ideas for outdoor furniture and products using plastic waste

Recommendation

From this process, the organisations recommended to take part City Change Makers were:

- + Make Do and Grow CIC
- + Govanhill Housing Association

The Governance Team agreed with the recommendation and the two organisations were enrolled on the programme.

Evaluation Panel

6 people from different teams with a variety of expertise assessed applications:



Charlotte Wallace

Sustainability Group Manager
Sustainability Team, GCC



Dr Emma Morton

Assistant Group Manager
(Policy & Strategy)
Sustainability Team, GCC



Aida Mas Baghaie

Senior Manager
Thriving Cities Initiative, C40



Stevie McGowan

Design & Innovation Lead
Centre for Civic Innovation, GCC



Mafalda Moreaud

Neighbourhood Designer
Centre for Civic Innovation, GCC



Vaila Cameron

Development Officer, Green Economy
Economic Development, GCC

What It Looked Like

City Change Makers took place from August to September 2024 over five collaborative workshops.

We worked with two groups...

- + Govanhill Housing Association with five local people
- + Make Do and Grow with ten local people

Govanhill Housing Association and Make Do and Grow brought initiatives and ideas through their applications to City Change Makers. From their applications, we formed an initial challenge statement and asked them to bring together up to 10 local people to tackle their challenge and come up with ideas.

By working with local people who have lived experience of their area, the organisations have added rich insight into the ideas that emerged from the programme. This ensures the priorities and interests of local people are embedded into their solutions.

Govanhill Housing Association

The challenge that Govanhill Housing Association came to the programme with focussed on waste disposal problems in Govanhill such as fly-tipping, incorrect waste disposal, and vermin.

As a housing association, the organisation provides homes to 2800 households in the area. Through City Change Makers, they wanted to...

- + Make better use of local green spaces
- + Increase community pride and sense of ownership
- + Create more opportunities for engagement in climate-positive activities
- + Communicate effectively with full diversity of Govanhill to increase positive behaviours

Make Do and Grow

The challenge that Make Do and Grow came to the programme with focussed on their existing Toy Library service that rents over 1,200 toys to families in Glasgow.

Based in Govan, the organisation was keen to extend the impact that they already have locally to other areas of the city and improve their current service.

This includes...

- + Reduce the impact of poverty by providing free access to quality resources which can support
- + Change the perception of second hand, shared items so that second hand doesn't mean second best
- + Reduce items going to landfill and consumption habits
- + Increased sense of belonging and connection to place and people.
- + Reduce the stigma attached with second hand items.

By working with local people who have lived experience of their area, the organisations have added rich insight into the ideas that emerged from the programme. This ensures the priorities and interests of local people are embedded into their solutions.

Both organisations said they feel better connected to their community as a result of working with local people and organisations.

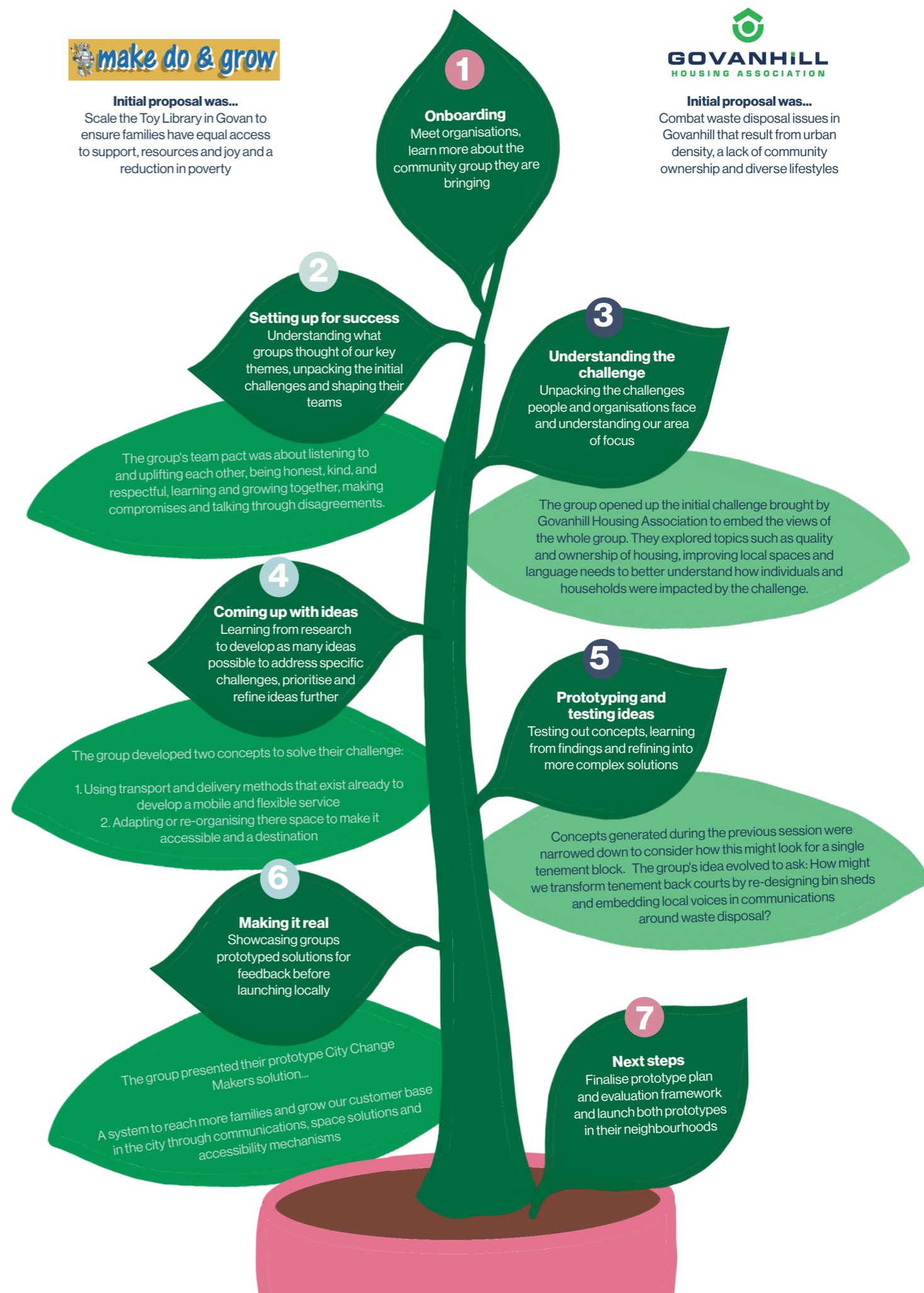
When we asked how it felt to work with members of their community, they told us...

“It was a fantastic experience. I formed friendships and valuable connections during this process.”

Make Do and Grow

“It was very inspiring. Everyone contributed valuably and worked well together. It felt like a safe space for people with differences to work together.”

Govanhill Housing Association



Setting Up for Success

This workshop was about...

Putting the building blocks in place to ensure positive outcomes are achieved throughout the process.

This involves scoping the initial challenges, getting to know the groups, understanding the big picture, the strategic visions and where can we join and share resources.

We were trying to...

Define and frame with our citizen groups and local organisations what they are trying to achieve, why and how it can impact the climate, local environment or nature positively.

- + Start to build relationships with the groups
- + Define how the groups want to work together
- + Discover what the core themes meant to people
- + Understand what the design opportunities were in each project
- + Create a friendly, open and creative environment



“What surprised me during the session was how well everyone got on even though they didn’t actually know each other and the different opinions and ideas that came out of the conversations.”

Anna – Make Do & Grow

What It Looked Like



Everyone received packs including a totebag, folder, programme info, notebook and stickers.

People really valued the pack and continued to use it throughout the programme.



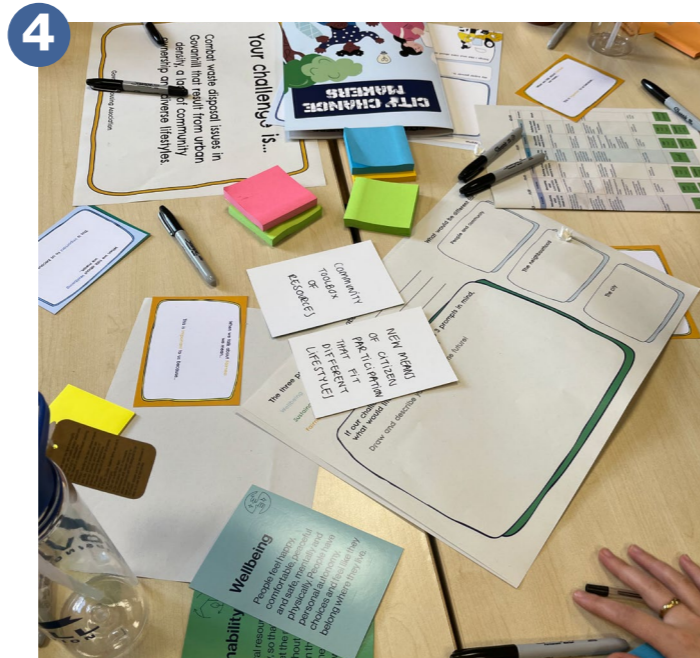
Govanhill Housing Association and Make Do and Grow presented the work they do day-to-day and took us through the initial challenge they brought to the programme.



“ My fears are... My future for my kids - what will things be like for them in 20 years when it's like this now

We got to know the organisation and community members as individuals using 'profiles'.

This showed us what people wanted to get out of the programme.



We explored what the themes Fairness, Sustainability, and Wellbeing meant in our groups. This let people talk about some of the problems that they experience locally.



Things we thought

There is a pre-set idea of what the desired solution could be

Sometimes, partners can approach working together with a solution in mind. This can be a barrier to new ideas and voices. Asking questions to gather as much context as we can and enabling space for partners to see for themselves what the limitations in their initial challenge might be can open people up to new possibilities.

Things we heard

“I'm not confident speaking in front of people”

We try to identify where people could develop as we work with them, and support them to build capacity and skills as time goes on. Presenting is a skill that we use often to communicate within groups, so we can work on it together throughout the duration of the project.

Things we saw

Groups finding it difficult to make decisions together

People who have recently been introduced can take a bit of time to get used to making shared decisions that are informed by different perspectives. Working collaboratively and creatively is not the norm for most people. At the beginning, offering extra support like scribing and communicating regularly with your team helps to ensure everyone is involved

Understanding the Challenge

This workshop was about...

Discovering what all of the people affected by the challenges want and need. Capturing their stories, their feelings, and their perceptions is as important as capturing hard facts and data.

Bringing all of the information together to connect dots and spot opportunities, then developing clear challenge briefs, research plans, and activities to unpack and understand the challenges and the people who experience them.

We were trying to...

Map out all the different elements of the initial challenges and define under the surface challenges, who they are affecting and involving, why they exist, what's causing them, and what's sustaining them.

- + Hear everyone's perspective of the challenges
- + Understand the challenges we actually have control over
- + Gather information and data
- + Understand how different people are affected by the initial challenge
- + Create a clear brief



“ Using the design process has been really good. It’s been really effective for channelling things without making them too broad or vague. It’s helped us nail down the issues and challenges more effectively.

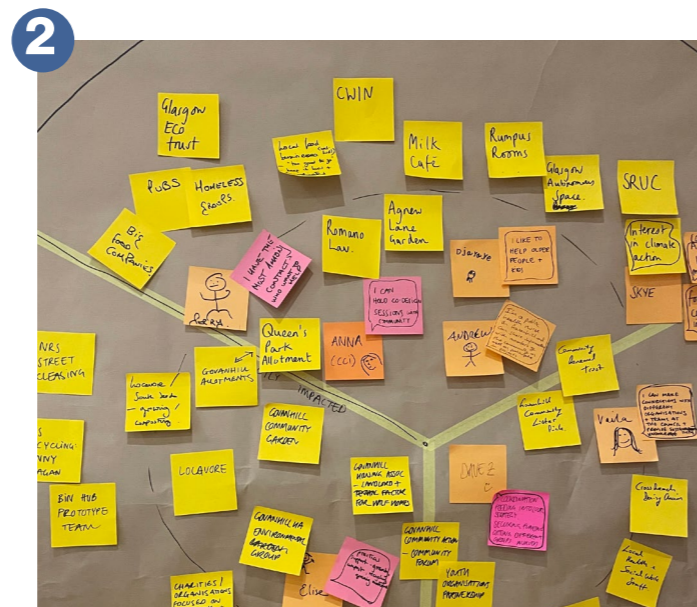
Andrew – Govanhill Resident

What It Looked Like

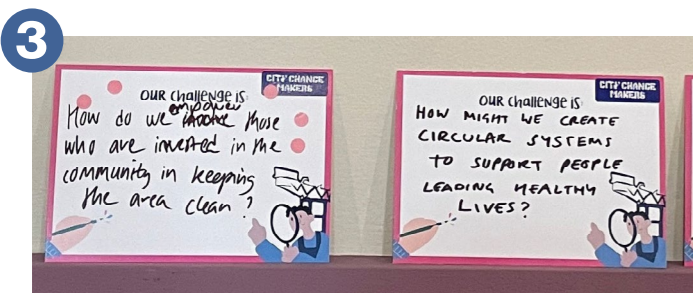


Unpacked the initial challenge statement to begin to define key elements:

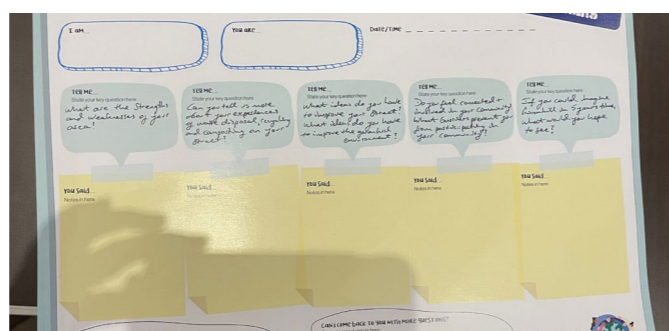
- + People we will work with
- + Challenges we need to address
- + Vision we hope to see
- + Impact we want to make



Everyone added themselves to Stakeholder Maps to show how they link to the challenge and populated the maps with people, services and groups



Re-frame the challenge statement groups would work towards based on their increased understanding of the challenge at hand and their own experience of it



Groups crafted and prioritised 5 interview questions to ask people in their neighbourhood



Things we thought

Re-defining the initial challenge caused a barrier and we couldn't come to a consensus

Often the challenge is not what it seems on the surface and this is not always widely understood. It can be easy to lose track of what we are trying to achieve and go down a rabbit hole. Changing the session plan as a team to spend more time forming interview questions helped groups see what views might be missing from their discussion.

Things we heard

"My point of view isn't being heard"

Working as a team helped to ensure everyone in the room had contributed. This helped to show people that they are valued, and helped build strong relationships from the outset. Encouraging everyone to have their say also allows for more rounded, inclusive results that represent all of our City Change Makers.

"It's too noisy in here; I can't focus"

The workshop venue influences how people work together. We used 3 different venues during City Change Makers due to time constraints. Having enough space to give groups their own area and prevent disruptive acoustics improved collaboration.

Things we saw

Decrease in enthusiasm

Some of our City Change Makers felt pessimistic as more challenges were identified. There is no expectation that all challenges identified will be solved, however we need to understand what challenges there are to be able to reveal all of the opportunities.

Coming Up With Ideas

This workshop was about...

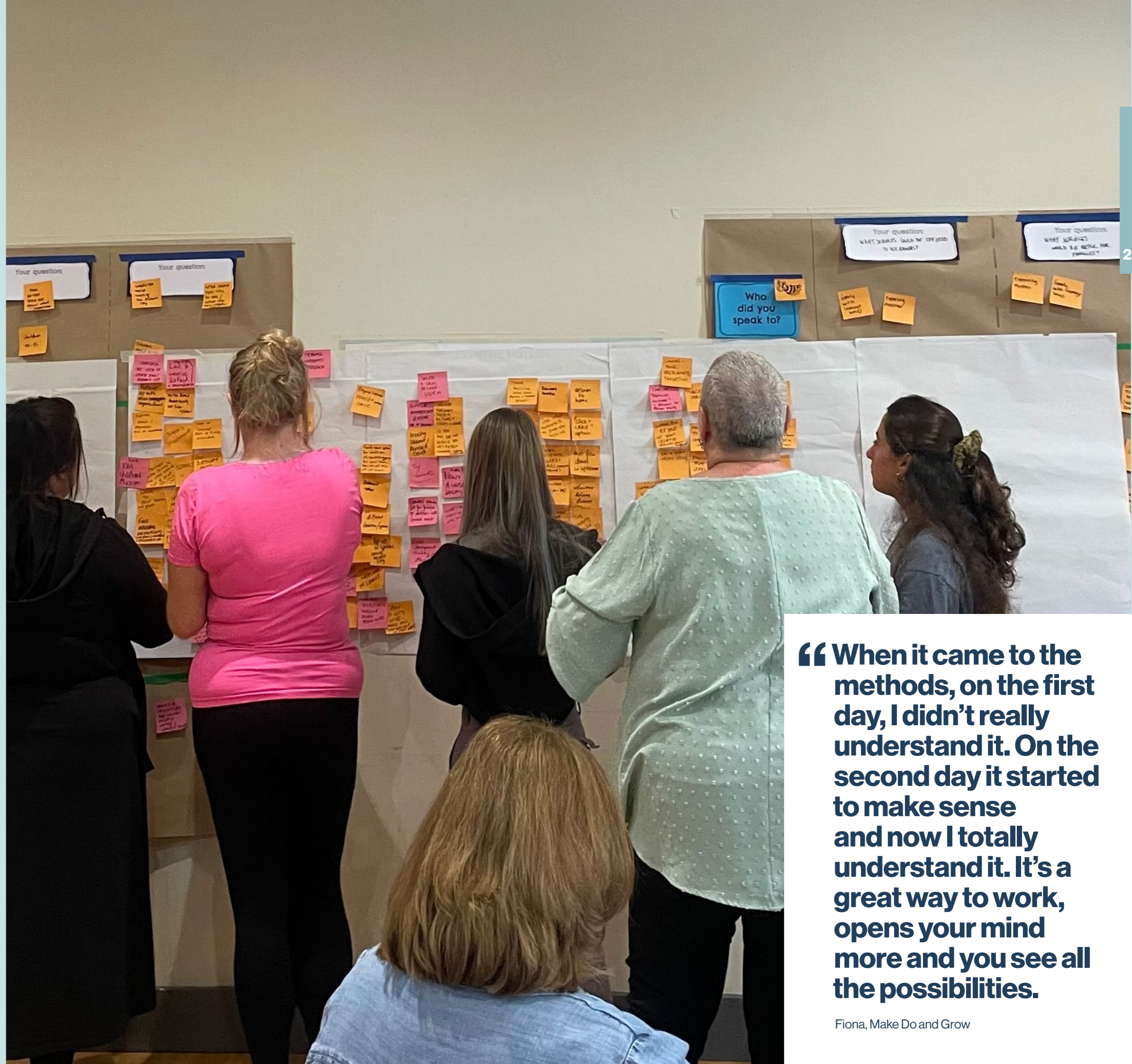
Forgetting about 'the way we do things' and just going for it: no idea is wrong at this stage. For now, it's about quality over quantity and working creatively to communicate your idea.

Co-designing ideas from the opportunities and community insights identified moves us away from our assumptions and closer to a solution that people want.

We were trying to...

Come up with a wide range of ideas that build on the insights gathered in the Challenge Framing workshop, including interviews that the groups carried out between the sessions with local people.

- + Discover what people outside of the groups think about the challenges
- + Re-frame mini challenges based on learnings
- + Come up with ideas to solve mini challenges quickly
- + Narrow down the ideas and develop a concept solution
- + Find out what people think of the concepts



“When it came to the methods, on the first day, I didn't really understand it. On the second day it started to make sense and now I totally understand it. It's a great way to work, opens your mind more and you see all the possibilities.”

Fiona, Make Do and Grow

What It Looked Like



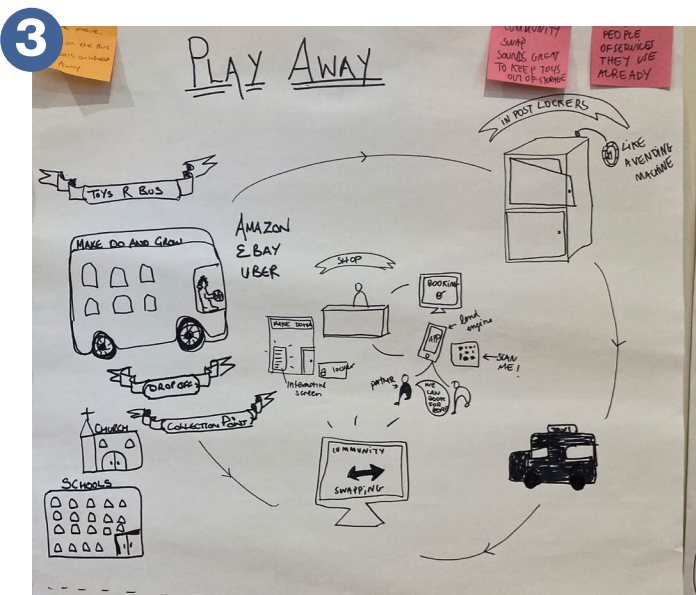
We started off the workshop by analysing the interview responses people gathered as a homework task.

This revealed some challenges local people experienced that were overlooked during Challenge Framing.



Groups came up with quick-fire ideas to solve mini-challenges.

Groups swapped and thought of ideas for each other, offering a new perspective.



Creating storyboards prompted groups to walk through their concept in stages.

Concept posters visualised the overall ideas, describing how they would work and the benefits they could bring.



Rounding off the day with presentations allowed groups to talk through their concepts.

They received constructive feedback to encourage them to progress elements of their idea.

Things we thought

If no one has carried out interviews, we need a back up plan

Some workshops introduced homework for the groups to complete in between sessions. This makes planning uncertain as we don't know until the day how many people have done it. To be ready, we prepared for both scenarios in case no one had the opportunity to carry out interviews. In this case, the groups we worked with were motivated and most people had carried out at least one interview.

Things we heard

"We don't know where to start"

It can be hard to do something new. We try to understand where people are starting from and build their confidence as we go along. With new activities, bringing along completed examples can make a big difference, especially if we are working at a fast pace.

Things we saw

Group members taking charge

When developing rough concepts creatively, it is common for some group members to feel less confident to visualise what they are thinking. This can result in others taking the lead while some become withdrawn. At this point, groups are still learning to work together. By keeping an eye on how they are working, we could intervene and make sure everyone is included equally.

Prototyping and Testing

This workshop was about...

Working through iterative cycles of making, testing, and learning to help us challenge our ideas and find ways to refine them.

We were trying to...

Put concepts from the Ideation and Prototyping workshop to the test to identify areas to develop and make them more practical for the community and teams who will deliver them.

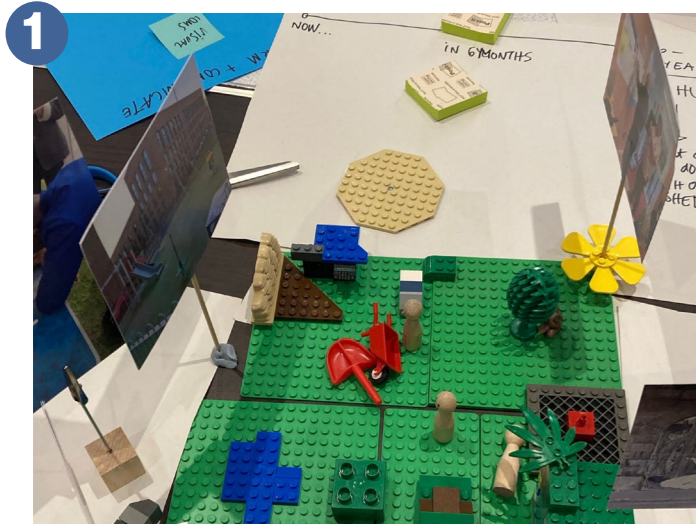
- + Identify aspects of the concepts to develop further
- + Physically model aspects of the concepts
- + Understand how key users would experience the concept
- + Define the climate impact it could have
- + Refine concepts using learnings from all sessions



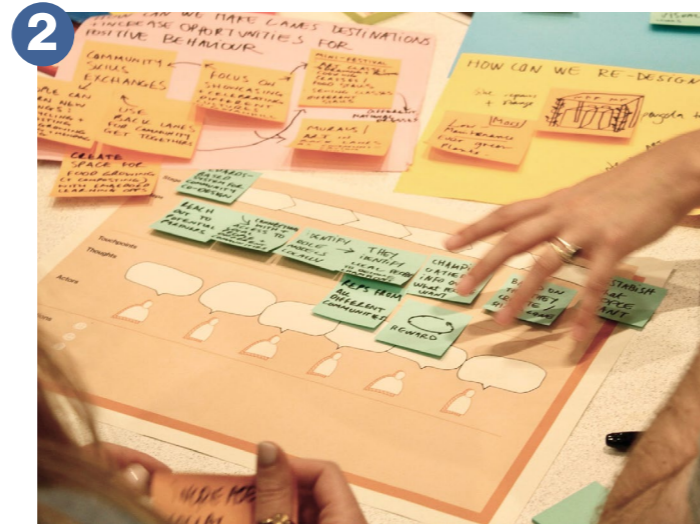
“ I feel like some of the techniques are a bit alien to some people but we all get there in the end. With the creative approach and going back to things like play and going back to building blocks literally is really helpful for people.

David, Govanhill Housing Association

What It Looked Like



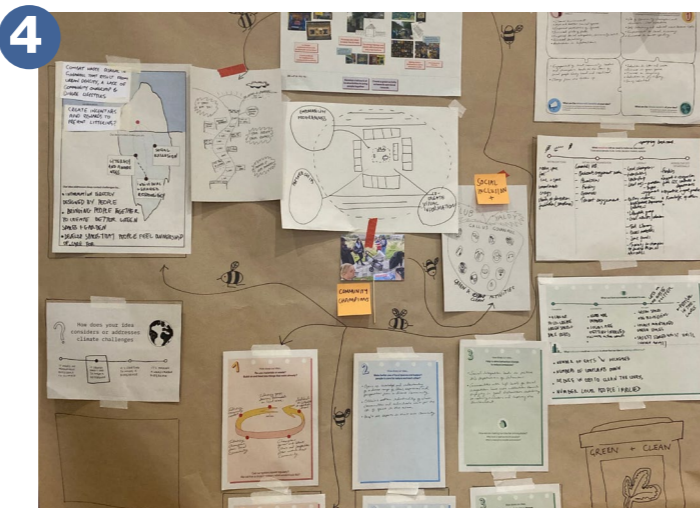
1 Physically modelled aspects of the concepts using Lego to incorporate some of the homework insights.



2 Used personas of key users to understand what their experience of the concept could be. This testing method highlighted parts of the user journey that could be explored to improve the experience for certain demographics.



3 Specified the impact their concept could have on the climate, environment, or local nature..



4 Brought together all elements of their concept in one place to get groups thinking about how they would present at the final workshop and refine the content.



Things we thought

We need to be clear about how the concepts are linked to climate

It is easy for groups to go down a rabbit hole when they are coming up with ideas. At this stage, as we refine the concepts, we need to be clear about how the ideas link back to the original brief. We created templates to capture this information to help groups be specific about the nature of the ideas or the benefits they can bring. Emma Morton, Sustainability Team Assistant Group Manager also supported the workshop by providing feedback from a sustainability perspective.

Things we heard

"This feels too playful"

We use a range of methods to prototype ideas that can help us better understand their strengths and weaknesses. Some methods, like Lego modelling, are viewed as a toy and can be a barrier to progress. In this situation, prototyping particular aspects can help people focus on the details instead of the overall shape of the concept.

Things we saw

Presentations that skim over the good bits

By now, the groups have presented their ideas in three workshops. We have seen them become more confident and ready to speak to the room. However, when there is a lot of information to be conveyed, it can be difficult to communicate it all. We provide constructive feedback after each presentation so groups can refine their approach: this is helpful before external presentations like the next session, Making it real.

Making It Real

This workshop was about...

Handing over to our partners, ensuring the format we deliver in supports them taking the delivery forward and meets their needs. Keeping communication channels open. Potentially evaluating the delivery.

We were trying to...

Refine the groups presentations to showcase their prototype solutions for a feedback panel of senior council colleagues, designers and climate specialists.

- + Refine the presentation walls
- + Structure their presentation and decide speakers
- + Showcase the City Change Makers journey
- + Present the final prototype solutions
- + Make connections and receive valuable feedback



“ It’s been an incredibly rewarding process. There are aspects of the process that we were introduced to that I think we’re going to use in the future. We found it a very worthwhile opportunity.

David, Make do & Grow

What It Looked Like



1 Refined the presentation walls we had prepared with the key information needed to talk through their concept and next steps.



2 Prepared and practiced their presentations within their groups to feel more confident in what they wanted to say.



3 Introduced out audience and feedback panel to City Change Makers.

This included a showcase of the kind of activities each group had worked on to develop their ideas.



4 The groups each presented for the audience, and received questions and feedback from the panel.



5 Everyone go a chance to have a closer look at the work and speak to the City Change Maker organisations and community members.



Things we thought

How can we showcase the work in the best way possible?

As the first City Change Makers, we wanted to communicate the programme phases and outputs to show this way of working. To do this, we prepared presentation walls for the groups that they refined to fit their needs. We also showcased the activities and templates groups completed through every workshop. We carried out a site visit to the venue prior to the session to help us understand the best way for everyone to engage with the materials.

Things we heard

“How do we narrow down what we present?”

Even though the programme consisted of just 5 workshops, the groups had lots of work they could choose from to present. By creating a layout with key information, we had a starting point for the groups to work from and adapt. Spending time practicing the presentations in their groups gave them the chance to try things out and refine what they speak about to make it as impactful as possible.

Things we saw

Groups feeling nervous to present their work in front of new people.

The idea of speaking in front of a new audience, especially people who are viewed as higher authority, made groups anxious as they didn't know what to expect. By providing background information about the feedback panel and supporting groups to prepare their presentations using key headings, we worked together to get them feeling ready.

Service Design Training

We organised a training course with the Service Design Academy (SDA) for our City Change Makers to learn more about how design can be used to solve problems. Each participant received a qualification for completion of the training.

The Discover Service Design course took participants through the value of service design. It covered...

- + Build an introductory level understanding of what service design is, our relationship to it.
- + Learn how to use the process to understand problems, to then work towards solutions.



“Over the course of the day, participants will build an awareness of the mindset, approach, and principles of service design and learn how to engage with people, solve problems, and bring ideas into reality.”

Robbie Beautyman, Design Educator, SDA

What we achieved

In the last workshop the final prototype solutions were presented by each group. These are the solutions developed through City Change Makers to solve local challenges that Govanhill Housing Association and Make Do and Grow came with.

We call them 'prototype solutions' as they are yet to be tested in neighbourhoods. This will take place in the next phase of working together.



Govanhill Housing Association's prototype solution is...

A system to embed local people in shaping communications around waste disposal, transforming back courts and re-designing bin sheds

- + Community-led approach to tackle waste management
- + Employability programmes and skills development
- + Addressing waste disposal issues in tenemental property and better recycling quality
- + Building the condition and culture to welcome bin hubs and positive behaviours



Make Do and Grow's prototype solution is...

A system to reach more families and grow our customer base in the city through communications, space solutions and accessibility mechanisms

- + Connecting with local families and local networks
- + Circular business models
- + Reducing items going to landfill
- + Employability programme and skills development
- + Culture and social shift reducing stigma of second hand items



What's next

At the end of the programme, we identified elements within each solution to refine prior to testing. City Change Makers Phase 2 will look at working with Govanhill Housing Association and Make Do and Grow to fine-tune the prototyping plan for each organisation and launch the prototype solutions in neighbourhoods.

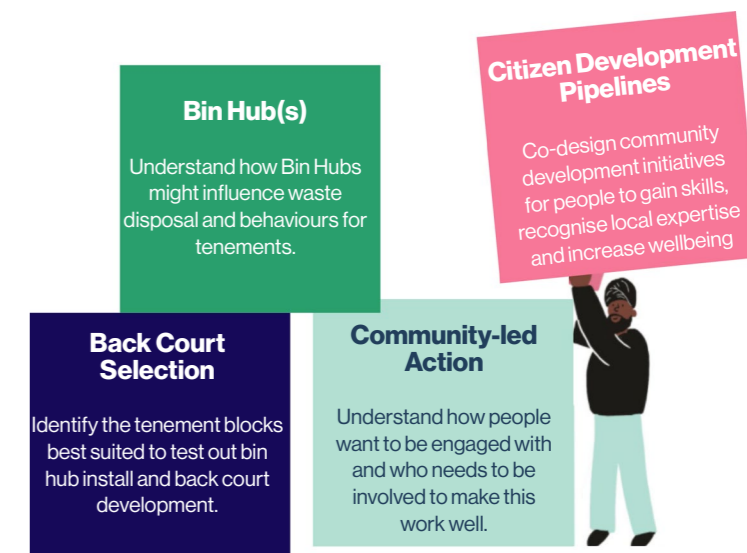
Development areas Make Do and Grow will look at with their working group are...



Council working groups

To support our City Change Maker organisations to finalise exactly what and how they will prototype, we are facilitating working groups which will provide additional guidance and expertise from departments specific to their idea.

Development areas Govanhill Housing Association will look at with their working group are...



Testing City Change Makers ideas

The stages involved before organisations test the prototype solutions in neighbourhoods will support them to: refine what elements they will test in reality, how they will measure success, who they will work with and what areas they will work in.



What We Learned

City Change Makers is a prototype system for how the council can scale a design-led approach to working with communities on problems that affect them, and also have strategic importance to the city.

Our learnings document the key findings we have identified in design, development and delivery of the programme up until this point. This way of working is an iterative process which we aim to continuously develop and improve through understanding what has and hasn't work well.

Short project timelines

A key challenge was the compressed timeline for this project, due to funding requirements, which meant working with citizens at a fast pace. Firstly, we needed to build trust across the groups. This meant a lot of time was spent reassuring them that this was truly a collaboration.

Secondly, when we are working with a large group of people who are not used to this way of working, it can become complicated at times. It can mean that sessions don't always go where we think they might. This requires the team to do a lot of work outwith the organised sessions in order to keep things progressing.

Things we encountered include:

- + * Organisations' staff members were stretched thin and did not always have capacity.
- + * Govanhill Housing Association brought five community members instead of the recommended number of ten, which impacted outcomes.
- + * Work outside of the sessions by the CCI to synthesise outputs and create a plan to move them forward were non-negotiable for groups to generate practical prototypes within the timescale.
- + * As the groups varied in number and how they worked together, effective collaboration could be time consuming. Their differences sometimes necessitated the creation of two different sets of materials.
- + * Check-ins with the organisations were scheduled between sessions to enable us to create a meaningful experience for everyone.

Resistance to new ways of working

Innovation isn't easy. We need to meet colleagues and partners halfway and communicate in ways that enable them to connect and embrace the innovation process comfortably.

This process is about developing a prototype system to test solutions that will allow us to learn and scale as a city. Council processes normally fund fully formed ideas or organisations: we need to create flexibility and space to showcase how potential ideas that evolve over time can also deliver impact and be of strong value to reaching council objectives.

The final result of this project does not come when the project presentations are made and the funding released; that is just permission to run the prototypes. In this case, when the presentations are delivered and the funding distributed, it is just the first step of testing and prototyping ideas in the real world.

This meant that...

- + Organisations and community members were skeptical about what would come out of the accelerator and had to learn to trust the process as we worked through stages of design development.
- + * Council colleagues are also not used to working in this way. Building trust in order to allow us the space to innovate and push boundaries takes time - in particular, innovative procurement and traditional governance models can be challenging at times.
- + Due to the nature of accelerator-style programmes, we work with challenges that are still quite broad and need to be framed. Not all challenges are a good fit for this kind of accelerator programme.

Maintaining a climate focus

At the CCI we do not have an embedded climate expert in the team. This means we have a more limited capacity to maintain a continuous climate focus, including the design of session materials and activities that embed this knowledge. To plug this gap we were able to informally second a Green Economy expert from the council into the project team a few days a week.

I've connected with the team I was on and am now one of their volunteers. They were so passionate in what they do and it makes such a difference to families and I wanted to be part of that team and make a difference.

Govan local, part of Make Do and Grow group

Limited funding

Without committed longer term funding it is particularly difficult to design sustainable solutions. These funding challenges impose immediate restrictions on our capacity to support groups to implement their prototype solutions after the programme has concluded.

Toolkit for communities

We initially set out to design a toolkit that could support citizens to develop local solutions to climate challenges with their communities. However, we have learned that a generalised toolkit summarising the frameworks and tools used may not offer the most benefit.

Working across two organisations and groups of community members has made it clear to us that the pace of delivery, the tools used and the approach taken, need to be specific to the group, challenge, and stage of the process.

For these reasons, we believe that communities would benefit from a professional carrying out the facilitation of programmes of this nature. This would enable facilitators to be unbiased and bring a different perspective to help progress the concepts that are under development. From local government staff, this could mean providing insight into council strategic priorities, current and planned works, and feasibility of solutions.

Scaling potential

Working in this way has real potential to support councils to truly collaborate with citizens on their toughest challenges. However, skills for this future way of working will need to be developed and nurtured in colleagues and neighbourhoods in order to maximise the impact of this way of working.

Location of sessions

We used three different venues during the programme. It was challenging to find local venues that had the space required and were also easily accessible for participants

I valued working on something that's important to me, feeling some sense of agency in helping to generate solutions that might improve quality of life for my community, connecting with others

Govanhill local, part of Govanhill H.A. group

I valued that I was listened to. The team come across as they genuinely care.

Govanhill local, part of Govanhill H.A. group

Independent Evaluation

Fraser Bruce and Paul Gault from Duncan of Jordanstone College of Art and Design's Strategic Design Group worked with the CCI to provide external evaluation.

Their focus was on evaluating the tools used throughout the City Change Makers workshops, and acting as a critical friend in relation to our approach to collaboration internally and externally. They commended our work in three key categories...

Engaging with the Community

"The CCI team demonstrate a considered and thoughtful approach to engaging community groups in citizen-led innovation. The design workshop sessions they deliver are well structured and take citizens through a process that ultimately demonstrates the value of doing things with, rather than simply for people... All the effort the team puts into making the sessions a success pays off by producing collaborative outputs that would be unattainable without the inclusion of citizens from the beginning and throughout the process."

Adaptive / Reflective Practitioners

"Following the community engagement sessions, the CCI team pay particular attention to internally reflecting on their approach and delivery to further develop knowledge and skills. This system of continuous learning helps to build a strong team identity and resilience in response to challenging situations... This type of reflective practice is hugely valuable in helping to ensure the current and future success of community engagement events and live projects."

Assess participants learning styles prior to the programme

"The CCI team are deeply invested in the creation of workshop tools and methods, carefully designing them for different purposes and contexts to empower citizens to solve problems and address issues that matter to the community. Their approach to the production of tools is human centred and visually appealing to engage their intended audience... The strong commitment of the team towards ensuring the tools are sensitively developed and applied, supports the collective coming together of different knowledge and expertise of all those involved."

Recommendations

The report calls out fifteen recommendations to bolster our approach, application of tools, and delivery of events like City Change Makers. Actions relating to the programme include...

Assess participants learning styles prior to the programme

Existing tools such as the Visual, Auditory, Read/Write, and Kinaesthetic (VARK) questionnaire are suggested for consideration as a means to learn about participants, from which workshops and tools can be shaped.

Incorporate external voices into workshops

Support workshop activities with talks from external practitioners to offer rich insights, inspiration, and strengthen the credibility of participants concepts.

Explore how and when play can be incorporated into workshops

Enable participants to physically prototype with a clear understanding of the purpose of the activity.



City Change Makers told us...

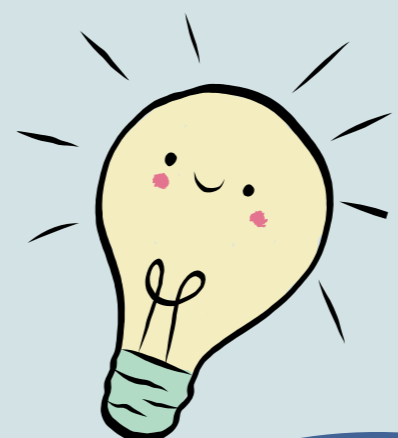
Additionally, the feedback received from participants highlighted the positive impact taking part in the programme had on them, as well as key takeaways we can learn from.

What it feels like to be a City Change Maker...

"Feeling part of a community. A community that encompasses different experiences, skills and ambitions. Believing that this can bring about positive changes around us."
Govan local, part of Make Do and Grow group

"I feel more confident to express my opinion and value myself a bit more."
Govanhill local, part of Govanhill H.A. group

"Engaging with the programme was very rewarding and helped develop skills and understanding of the challenges faced within the community."
Govanhill local, part of Govanhill H.A. group



"It felt that my thoughts and ideas had value, and by sharing them we can make changes in our community."
Govan local, part of Make Do and Grow group

Collaborating with others...
"The most creative problem solving occurs when you have different voices in the discussion. Viewpoints you couldn't appreciate because they come from an experience different to your own."
Govan local, part of Make Do and Grow group

Motivation to create change...

"It helped me take the step from thinking about what I'd like to do to help drive local change to actually acting on this."
Govanhill local, part of Govanhill H.A. group

"I care about my city and want to see good change happen."
Govanhill local, part of Govanhill H.A. group

Recommendations

For Thriving Cities Initiative and similar programmes

These recommendations seek to establish best practice when engaging with local communities under a climate lens.

They consider how improvements could be made to target work in neighbourhoods, have people and what matters to them at the centre, and maintain a consistent focus on climate themes.

Lead with evidence

Use the data available to enable work in the areas where people are most impacted by the effects of climate change. In future, we would replicate this process and refine the data and criteria based on individual project needs.

Develop ways to maximise funding that enables citizen led change. In the planning stages, understand what approaches could be taken to ensure project funding can be allocated to the communities themselves wherever possible.

Focus communication on what matters to people

Reframe the research questions provided to better reflect local needs and priorities. When we first took on the project, under TCI it was referred to as 'Enabling Community Action on Urban Consumption, Resilience and Wellbeing'. Research questions were focused around understanding consumption patterns at a community level.

With City Change Makers, we have developed a way for people to understanding the challenges people face, what they care about, and what they would like to see happen before they do anything else. This process means we can tailor what we do as a local authority to include the things people care about and make a material difference in neighbourhoods. This will build trust and goodwill in neighbourhoods to collaborate more with the council on their challenges.

“It’s reassuring to see there is real investment being made. I definitely feel more hopeful (about the future).”

Govanhill local, part of Govanhill H.A. group

Enable communities to lead the change that they want

Develop ways to maximise funding that enables citizen led change. In the planning stages, understand what approaches could be taken to ensure project funding can be allocated to the communities themselves wherever possible.

Embed a climate specialist

Collaborate more closely with a climate specialist during the development of the programme workshop activities. This would also enable us to integrate activities and presentations led by an 'expert' into delivery of TCI actions.

In a workshop context, this could provide insightful knowledge and a sense of authority to guide groups.

“Having someone who is an expert in the field or subject might have been good to introduce sooner into the conversation.”

Govanhill local, part of Govanhill H.A. group



Recommendations

For the CCI's wider City Change Makers programme

To effectively tackle complex problems that we face as a city requires a joined up, collaborative approach. This means working with people in neighbourhoods to co-design solutions to local challenges that embed rich lived-experience, knowledge, and skills. This requires that the council meet community members where they are and design our engagements to enable inclusive participation.

These recommendations have emerged from the City Change Makers prototype programme and build on our report Making Local Decisions: A model for participation in local neighbourhoods.

Culture change

Developing citywide programmes for design-led innovation with citizens will require culture change at all levels in the city.

We need to create new ways of communicating the impact of working this way and how it works to make everyone - decision makers and communities - more comfortable with the innovation process.

Develop CCI's joined up system of People, Places, and Services

Build on the work we are already doing by running City Change Makers programmes through our other workstreams.

Further develop and implement the recommendations from the Neighbourhood Infrastructure Improvement Fund prototypes and Citizen Designer objectives to build capacity internally. This will increase our ability to deliver this way of working with more communities.

Expand the City Change Makers programme

Expand City Change Makers to further work with communities in Glasgow's neighbourhoods on challenges that matter to them. Programmes can be delivered with a different focus, for example linking to other council priorities such as reducing child poverty or enhancing internal capacity.

Creating multidisciplinary project teams with "visiting expert" colleagues embedded with CCI for focussed project time will build capacity and knowledge in creative

problem solving for colleagues and can be linked to formal and informal design training opportunities building the skills for the future while maximising productivity and impact.

The model is currently being developed into a multi-disciplinary employability pilot to create a network of citizen designers, data scientists and storytellers across Glasgow which offers additional capacity for this way of working in neighbourhoods while contributing to the reduction of poverty in the city.

Enable inclusive participation

Treat community members with respect and fairness for their valued contribution to engagements with participation grants to ensure there are no barriers to taking part. We saw the benefits of awarding these to citizens to take part City Change Makers in the time, effort and motivation put into the programme.

Reference the Scottish Government Guidance: paying participant expenses and compensating for time for more information on how people's time can be recognised.

“I think I’d have attended but I’d have been anxious about the impact on my income and I’d have been far less likely to attend every single session and this would have impacted on what I got from the process.”

Govanhill local, part of Govanhill H.A. group

Develop a common language for engagement

Embed accessibility into how we communicate with citizens through the language that we use. There is a disconnect between council strategy and what matters to people in neighbourhoods. Understanding what matters to people in their own terms can improve our connection to communities and our ability to innovate with people in Glasgow.

Extend timelines for City Change Makers

Although we were restricted by funder timelines, we acknowledge that the speed at which we had to work on this project created challenges. In particular, this way of working was an intense process and when we have a group with varied experiences and learning styles, meeting more often for less time would have allowed for us to spread the stages of the design process out and given more time for reflection for participants.

“ Sometimes because the day was long and it was fast paced I’d get a bit overwhelmed about what we had to do but other than that I think it was great and creative.”

Govan local, part of Make Do and Grow group

Extend timelines for outreach and applications

Extend the time spent to communicate to community groups in the relevant areas about City Change Makers through information sessions and a communication plan. Also, extend the time organisations have to submit applications and time for applications to be evaluated internally.

“ The timeline between coming into the programme and recruiting members was really short. This was compounded by us having to invite then give HA tenants and customers a reasonable amount of time to respond to the opportunity (to take part in the programme).”

Govanhill local, part of Govanhill H.A. group

Next Steps

The purpose of the City Change Makers design accelerator was to support and develop local solutions that contribute to city-wide challenges. In this case we have ideas that combat family poverty, and waste management and reduction - two huge problems for the city.

The process allowed the local organisations to move from an initial opportunity, break it down and reframe the challenge based on research and data, and develop ideas on how they might tackle them. This is not the end of the process, we now want to actively test the proposed solutions in order to learn what works and what doesn't before looking to scale. This breaks with the traditional model of many cities where they go to immediate citywide rollout making it hard to make any changes. This more agile, design led approach, allows you to learn and iterate quickly before committing at a city level.

The project team have now created two working groups, one for each local organisation, bringing in experts to plug gaps identified in the accelerator. They will be working until the end of 2024 to fine tune the prototype proposals, including setting clear evaluation criteria, with a view to the prototypes running early in 2025.


Both organisations will receive funding and support during this period to enable this work to take place and we are extremely excited to see the fruits of their labour.

The CCI team are also creating a toolkit to support colleagues in this way of working which will be tested on projects in December 2024 and formally launched in January 2025 as part of a wider City Change Makers programme.



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