



Leapfrog



Peer to Peer Engagement Leapfrog Major Project Report

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Peer to Peer Engagement:

There are increasing opportunities for communities in Scotland to take control of and instigate the development of community assets and services. Good quality, and broad community engagement is an imperative part of the process in community led projects. This poses challenges for dispersed communities to garner wider engagement, participation and consensus. There are challenges around age and cultural gaps in the local population demographic, and where communities of interest are even more spatially dispersed than geographically defined communities distance is a barrier to inclusive engagement. Important community members' voices are often not heard and therefore their needs are not met, and the development of assets and services suffer as well as causing social rifts. This project worked with Highlands and Islands Enterprise, local community development trusts, and remote and dispersed communities in a series of research and co-design workshops to develop engagement tools to help communities conduct quality peer-to-peer engagement that spans a broad demographic.



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Introduction

The major project presented in this report aimed to develop engagement tools to support local volunteer and community groups, who lead on community development projects, to better engage with their wider communities. To achieve this our objectives were to engage with both the people actually doing the engagement and with the people who were being engaged. The focus was to bring the experiences and perspectives of the different stakeholders into the thinking behind the design of simple engagement tools.

Scoping

To start this major project we ran initial scoping workshops with key stakeholders from Highlands & Islands Enterprise (<http://www.hie.co.uk>) and the Scottish Community Development Centre (<http://www.scdc.org.uk>). The aim of the scoping was to focus in on the key challenges communities face with engagement, and work with the stakeholders to identify community groups we could potentially work with throughout the project. In the scoping workshop we worked together as one group and initially mapped out the community trusts operating across the highland and island region. We then used the map to guide a discussion about the different community led projects known to be happening in the regions. We layered this information onto the map to illustrate where there were opportunities to connect to regions that currently had both current active community projects and prospective projects for the future. From our discussion we identified two community trusts that we could connect with to develop engagement tools. The two trust were the Mull & Iona Community Trust and the ColGlen Community trust.

Following the scoping, the next steps for us was to connect individually with the two island community trusts we had identified as potential partners, uncover their challenges with community engagement and co-design tools to repsond to their challenges.



Co-Designing with Mull & Iona Community Trusts

Our first set of research and co-design workshops were with the community trusts of the Islands of Mull & Iona of the Inner Hebridean Islands of Scotland.

For this next phase of the project we ran a two-day co-design workshop in partnership with a number of community-based initiatives on the Isles of Mull and Iona. The initiatives we worked with varied from affordable rural housing projects, to community broadband, wildlife awareness and sustainability, bio diversity, and green transportation systems. The common denominator in all of the projects was that they strive to engage the people of Mull and Iona at every stage of their activity to ensure that residents stay informed, active and have every chance to help shape the community led activities on the Islands. The focus of this initial work with our partners was the experiences and insights of existing project leaders in engaging with the local population. Our aims were to work with our partners to unpack the barriers they face to doing community engagement, develop some key areas for focus and to start the process of developing some concepts for engagement tool designs that could address those barriers.

Pre Workshop

The challenge for us in this project was being able to bring stakeholders and ourselves together physically. The island location and geographical spread of the stakeholders made meeting together difficult, for example some stakeholders worked on projects on Mull but lived on the mainland, and some of the residents of Mull worked on projects on Iona. We knew we would have limited face-to-face time together as a group, so in the build up to the co-design workshops we used telephone interviews with some of the stakeholders who would be subsequent workshops participants to discuss their current challenges and experience of engagement. From these interviews we gathered a baseline understanding of the current practices of community engagement, the value of engagement and some of the challenges we may be addressing in the future workshops. The interviews uncovered that many of the community led initiatives are staffed by volunteers and as such they are extremely time poor. In some cases time restricts groups from investing in new methods and approaches for engagement and so they revert back to the 'normal' way of doing it with the 'usual suspects'. We collated the analysis from the interviews and brought them to the first co-design workshop to present back to the group.

Workshop 1

We facilitated our first workshop in the community enterprise centre in Craignure on Mull. At the workshop were members of the Mull and Iona Community Trust, representation from Highlands and Islands enterprise community assets team, and project leaders from local area projects. In this first workshop our aim was to understand the context and history of the participants experiences with community engagement work and to find out more about their challenges. We wanted the participants to share their own experiences of good and bad engagements from their pasts and to draw some insights from the collective experience of the whole group. Using this as a basis we wanted to grasp a shared understanding of the barriers to community engagement and to start to prioritise some key areas that we could address as a group.

We began the workshop by asking everyone to complete a 'mini me' postcard that gathered some basic information about them, their organisation, their motivations for coming to the workshop and their expectations. The participants all filled out postcards individually and then presented their 'mini me' back to the group before pinning it to the wall of the meeting room. This exercise formed the basis for an initial discussion about previous experience of community engagement and engagement tools, as well as introducing everyone in the room to one another, as some hadn't met before.

Once the group had finished their discussion we then asked them to come together in three smaller groups and give us their collective 'top 5' successful and disastrous experiences of community engagement using our 'top list' tool. The 'top list' tool was designed to organise group thinking, to delve further into the approaches they currently take to engagement, and the values and consequences of engagement. The individual members of the groups talked about their own experiences while the others asked questions and drew comparisons to their own experiences. Once they had completed the task we asked the groups to go back over their list and to draw an insights from each of their positive and negative experiences and write it down against the relevant item on the list. After the groups had discussed and negotiated an insight for each item on the list we asked them to present these experiences and insights back to the whole group. While they were presenting it was clear that many of the learning's uncovered in this exercise were shared across the experiences of each of the 3 smaller group. At this point we also presented the insights from the telephone interviews to support what had been uncovered during the exercise. For the final part of this exercise we asked the 3 groups to form back into one group and to combine their sets of insights and the insights for the interviews into one shared set of 'top' insights. The group wrote down their top shared insights into two lists:

Insights from the shared successes:

- Spread the seeds far and wide
- Where you can, use existing infrastructure to reach people such as bag drops at schools or social media
- Don't limit yourself to one way of engaging with people, using mixed methods to reach people is often the best way
- Partnering with the right organisation and groups and using their experience, expertise and contacts is really useful to build up momentum
- Big things start small and little by little things can build up, don't be put off by a slow start and keep going
- Threat of loss of something is a powerful driver to activism

Insights from the failures:

- People are often vocal after the event so it's crucial to engage at the start to get the buy in
- You can't force people to engage, there are layers of engagement starting with making people aware and offering the opportunity to have a say
- Make sure you are asking the right questions
- Make it as easy as possible for people to contribute
- Think about the cultural battle, what are you up against, what are the attitudes and people you want to deal with, think about the context
- Don't just do what is the accepted norm, change it up a bit,
- Try to use networks of networks, find key people to partner with who can help to reach others through their network
- Question your aims and ask your self is this worth someone's while
- Try to engage people who are against the idea in productive conversations
- Use methods that are interesting, no commitment and no cost



Mull & Iona community trust workshop



Mull & Iona community trust workshop

During a coffee break we put the two lists up on the wall in the room so that the whole group could reflect back on the insights while taking a break. The next step in the workshop was to break away again into 3 groups and begin to further unpick the shared experiences of community engagement. We asked the groups to relate the insights on the wall to particular groups of people they had engaged with in the past, or saw as priority people who they were not engaging currently. Each group on paper mapped out the key people they wanted to engage with and discussed the insights in relation to the groups where they thought there was a connection. The aim was to find where there were gaps in the experiences and insights from engaging with particular people and for the groups to focus in on their main shared challenges. The 3 groups then came back together as one to discuss where they thought there were gaps and opportunities to develop some new approaches that could engage with people not currently being engaged, and the insights they could take forward into developing some tool concepts. During this group discussion they distilled down what they drew out for the insight mapping and discussions around priority people into two main target groups of people they all felt were currently being excluded from consultation and were a priority for future engagement. The two groups they highlighted were:

‘The young natives’: the 17 to 30 year olds some of which leave the Island for education and work and some of which stay but are unengaged in community development projects

‘The indigenous’: these are the ‘lifers’, those who have lived and worked on the islands for all of their life and are often reluctant to contribute to community projects

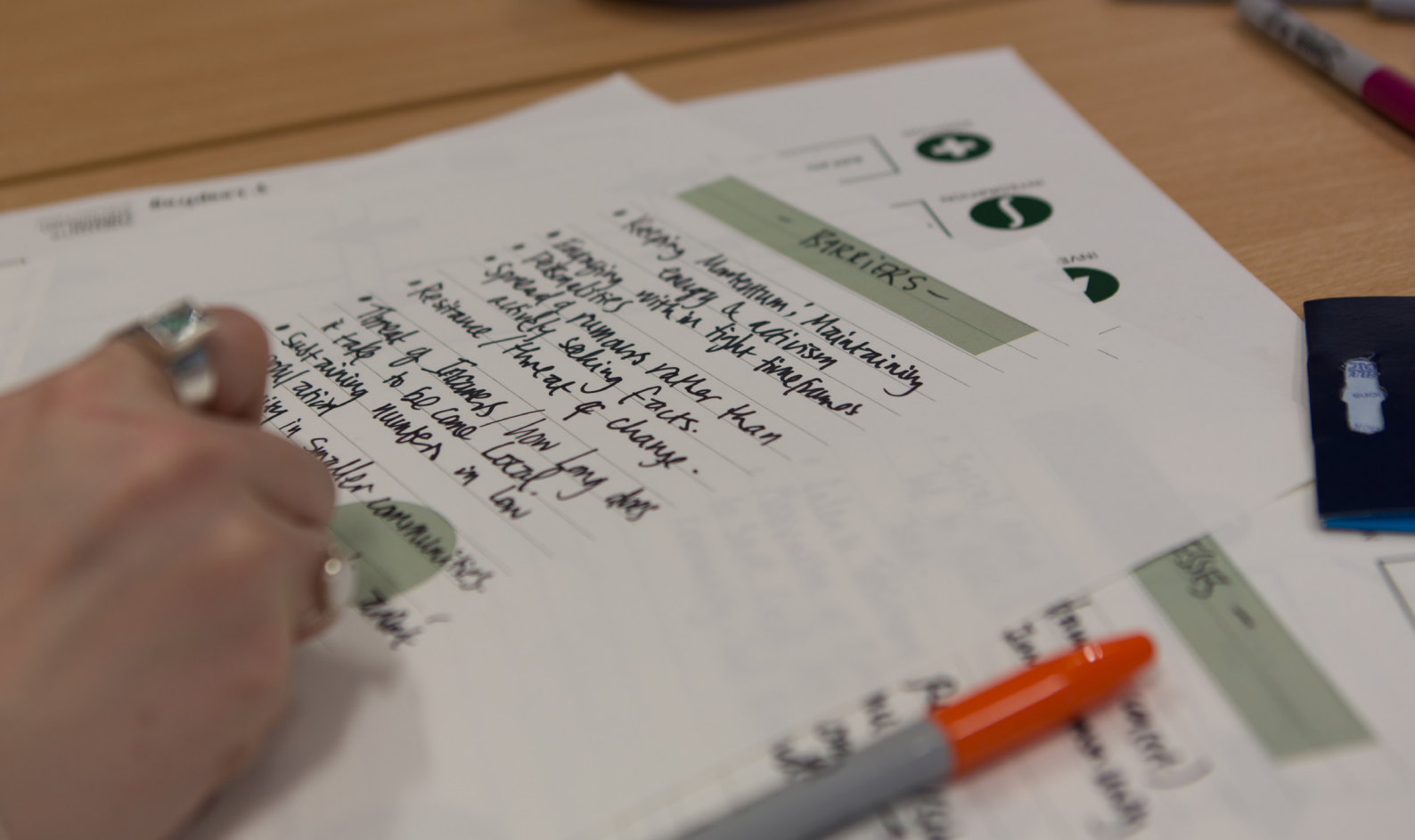
Just before we stopped for a late lunch we took the two target groups and asked the participants to develop some statements to highlight why these groups are a priority and why they are difficult to reach. The whole group then discussed and developed some persona statements about the people in the target groups. The participants talked about activities the target groups engage in on the island, the places they go and the values they might have. After this exercise we stopped for lunch and coffee. During the lunch break we wrote out the statements we had picked up from the discussion onto sheets of paper and placed them on the tables ready to be presented back to the whole group.

After the lunch break we had a quick re cap of the morning's work and presented the statements back to the whole group. Next the participants then broke away into their small groups to brainstorm some themes for tools based on the insights and statements from our earlier discussions. We asked them not to jump straight to the final tool idea by first discussing ‘What ifs’, using the phrase ‘what if there was a tool that...’ to tease out the themes. The aim was to get the teams to think broadly about what a tool could do before focussing in on the detail. We asked the teams to discuss ideas and then sketch out the broad themes for tools onto sheets of paper. Amongst other things the groups talked about the places on the island where people converge and how they could use that to their advantage; the importance of broadcasting information quickly and in an easy to understand format so people know what is going on in the first place; and the fact that events attract people but coming up with ideas and engaging with people once they are there is a challenge. Once the task was complete we came back together as a whole group to present the themes, to prioritise and to look for any that were shared by the group. After a discussion the group decided on five key tool themes that could address the two target groups.

The tool themes they developed were:

- . **Rapid Engagement:** quick fire, low commitment tools that can engage people quickly and easily
- . **Analogue Viral:** tools that can spread through networks, static tools that people flow around rather than they flow around people
- . **Messaging:** tools that 'get the word out' about projects and offer levels of interaction for people, these tools would cater for passive receiving of information to active input into projects
- . **Planning plans:** tools that support efficient event planning, rapid plan tools that set out the event, the key roles, timelines and target group
- . **Strategic engagement:** tools to help identify who it is that need to be targeted, before picking an engagement approach or tool we need to know who it is we want to engage with and the issues that need to be overcome, these tools help identify and select suitable approaches

At the end of the day we wrote these 5 themes up onto big sheets of paper and put them on the wall ready for the following day when we would facilitate a second co-design workshop to develop the themes into ideas for tools.



Making Top 5 lists



Mapping out places of engagement

Workshop 2

The next co-design workshop again took place at the An Roth Community Centre in Craignure on Mull. Due to other commitments some of the participants from the first workshop could not be there. However, many of the original group were able to attend along with one new participant. In this second workshop our aim was to build on the work of the first workshop by developing some initial concepts for engagement tools that address the key aims of the group.

To start the workshop we spent a little time recapping on the previous workshop activities to refresh people's memories and for the benefit of the new participant. The group reaffirmed that the two target groups they had prioritised and the 5 tool themes they had arrived at previously were key for them to address.

For the first activity of the workshop participants split into 2 teams, each team focussed on one of the target groups they had identified in the first workshop. Each team then had 30 minutes to brainstorm ideas for tools for each of the 5 key tool themes. Using large sheets of paper the teams sketched out their ideas. At the end of this activity the teams presented back their ideas to the whole group. Before we broke for lunch we put the sheets of paper on the wall to display the ideas together. Then during the lunch break participants used coloured dots to rank what they thought were the top 5 ideas. While the participants were still on the lunch break we tallied up the votes and ordered the ideas.

After the lunch break we presented the tallied ideas back to the group. There were some clear favourites among the concepts and also some closely ranked ideas. The group discussed and debated the closely ranked concepts and finally prioritising which ones they would most like to take forwards. In total the group decided on 5 key tools to develop further. The 5 tools were:

- **Rapid project plan:** template form to quickly plan an event
- **Anonymous raffle tickets:** template raffle tickets to prompt responses and encourage participation
- **Local metro:** template news 'zine' that can be left in places of convergence, the tool would broadcast information and prompt response from people
- **Chippy forks:** an 'analogue viral' tool that can be left at points of convergence, a template for wooden forks with a text template to promote local projects and invite responses
- **The identifier:** a tool to identify what engagement tool is needed, this tool would help plan community engagement and pick appropriate tools 'for the job'

In the final activity of the day the group split back into their two teams and each picked two different tools to develop further. Team 1 picked the 'anonymous raffle ticket' and the 'local metro' tools, and team 2 selected the 'rapid project plan' and 'the identifier'. Each team then worked to develop paper prototypes of their concepts. At the end of the activity each team presented their final concept for each of their two tools back to the whole group. The group discussed each concept and annotated the designs with ideas for improvements before we ended the workshop.

Tool development

Once the co-design workshops on Mull were complete the Leapfrog team took the four concepts created by the two teams and went away to develop them into prototype tools that we could then test and refine with the project stakeholders.

Through the development phase the Identifier tool became the 'Known and Unknown' tool, a tool to help find the 'missing people' from engagement and think about how to make connections to them. The 'rapid project plan' tool was a sizable challenge to develop into a single tool but it was seen as an important tool to our co-design groups. We decided that project planning could be something we could explore further as a separate 'box' of tools and so we put the development of that tool on hold to come back to in a future phase of the project. The next step in the project was to take the developed tools back to the co-design group on Mull to present the updates and refine the tools.

Tool Sharing

The final workshop for this first part of the project working with the community trust group on Mull again took place at the An Roth Community Centre in Craignure. The aim of this next phase was to share and demonstrate the prototype tools with the original co-design group, and work together to review and refine the tools further. Not all of the original participants could make it to this workshop, but included were representatives from the Mull and Iona Community Trust, representation from Highlands and Islands enterprise community assets team, and project leaders from some of the local area projects who came to the first workshops. We began the half-day workshop with a quick re-cap of the project so far. We presented some photographs of the workshops to remind the group of all the work they had done already, and presented an overview of the tool ideas we had been developing to jog people's memories before presenting the actual tools. After the introduction we had a short coffee break where the group could look at the tools that we had set out on tables in the room. This was an opportunity for the group to get re acquainted with the tools and to informally discuss them with each other. After the short break we broke away into two groups and went into separate rooms. A facilitator demonstrated each tool in turn to their group, allowing time after each demonstration for the groups to handle the tools and either verbally feedback some ideas for improvements, sketch ideas on sheets of paper or annotate some printed tools we had provided. The facilitators noted down any feedback or ideas that were not captured on the printed tools or on the big sheets of paper. Next we brought the two groups back together into the same room to share their feedback and ideas. The big sheets of paper were put up on the wall and the annotated tools were spread on the table. The research team facilitated a group discussion on each of the tools using the sheets and annotated tools as stimulus for the conversation. During the discussion the research team captured the group feedback as the group spoke. At the end of the workshop we summarised the feedback for each tool and presented back to the group and thanked everyone for their input.

Following the workshop the research team collated the feedback and ideas from the workshop into a set of tool recommendations and improvements that we could use to develop the tools to their final design before they were published.



Trying out tools on Mull



Tool sharing workshop on Mull

ColGlen Community Trust

Our second set of research and design workshops took place with members of the Colintrave & Glendaruel communities on the Kyles of Bute, and the ColGlen Development Trust that manage and co ordinate community projects in that region.

Pre workshop

In the build up to our workshops on the Kyles of Bute we conducted telephone interviews with members of the development trust board of trustees to get a base line understanding of the current approaches to engagement, the types of community projects they co ordinate and to locate members of the community we could connect with. The interviews allowed us to find two community members from each of the two communities that we could invite to a research workshop, and they allowed us to gather some initial insights into the current issues and opportunities. Again we summarised the insights and took them with us to the workshops that followed to stimulate some discussion.



Community ecology mapping



Coffee break at Glandaruel community poly tunnel

Research workshop with community members

The first research workshop involved 2 community members from the Colintrave and Glandaruel communities. At the suggestion of the participants we met at the Glendaruel community poly-tunnel garden to discuss their experiences of community engagement and where they saw the value in community projects. The aims of the workshop were to understand the challenges faced in community engagement, uncover their experiences, and find out which members of the community they thought was missing from engagements in local projects. We started the workshop by introducing Leapfrog and telling the story of the project so far. Next we used the 'mini me' cards to get to know each other and to warm the participants up for the workshop. Each participant used the card to write down who they were, any roles they had in the community and their motivation for coming to the workshop. Once complete they individually talked about their 'mini me' then displayed their cards together in the raised vegetable beds. The conversation continued and they collectively discussed why they thought engagement was important, the social structures of the communities and how that relates to the community projects. The conversation uncovered that many members of the communities 'wear many hats' and play more than one role that can sometimes bring them into conflict when asked to input into community projects. Scarcity of resource means that projects are always in competition and 'loyalty' and 'biases' often play a role. Competition is often a barrier to people giving their input or support to conflicting projects, projects are quite 'tight knit'; and tend to close off from broad engagement with the local population so that they can maintain control. This sometimes leads to an attitude of 'them' and 'us' when it comes to matters of community development where members of the community feel they cannot get involved, or misinformation leave people feeling like their contributions won't make a difference. The venue made it difficult for participants to make their own notes while talking so we wrote up the key points of the discussion as a single sheet of 'buzz' words and phrases we could refer back to in future work.



After a coffee break each participant used a 'community ecology' tool to map out all the community projects they knew of and the people involved. The ecology tool was designed to focus thinking around key stakeholders in the community and visualise the connections between people and projects. To use the tool each person put themselves at the centre of the map, and then mapped out a constellation of local projects and the people involved around them. This activity was about the individual knowledge of their local community and so they did not present anything back to the group at this point. Once they mapped out the constellation they drew connections between the people and projects they had interacted with and annotated the connections with the nature of the interaction, for example whether that was professional, personal, positive, or negative. The ecology maps made visible where there were gaps in interactions and the value of any connections. For example some connections were there because the person connected to was a family member, other connections were identified as 'broadcast channels' where basic information about projects was passed. After they had completed their individual ecologies we discussed as a group what the barriers had been historically to community engagement based on their mapping and what assets existed in the ecology. The discussion raised two main points of agreement. Firstly, misinformation and rumours about community projects build barriers for people outside of the group that are managing the project. The reality of what projects can achieve isn't understood. Clear, transparent information is needed to 'open' projects up to the wider community and there needs to be a clear line of communication back to the project team. Secondly, because communities are small, events and open days for projects are a successful way to connect with the wider community beyond the usual suspects. At the end of the session we wrote these two points onto sheets of paper so that we could take them with us into the next co-design workshop.

ColGlen Co-Design

The next workshop with the Colintrave and Glandaruel communities took place at the Colintrave community centre. The original participants from the first research workshop could not make this second workshop, and due to time constraints for some of the participants who could make it we only had 4 hours for this workshop. We decided to continue with a rapid co-design session rather than not continue and miss the opportunity. Attending the workshop were members of the board of trustees for the ColGlen development trust, volunteers from community councils and volunteers from community projects. The group started the workshop by introducing themselves and their roles in the community. We decided not to use the mini me card to save time and move straight onto the first mapping task. For the first task we asked the group to repeat the ecology mapping exercise we had used at the research workshop. This time we split the group into two smaller groups of 3 and they collectively mapped out the community projects and the people in their community. The groups used large sheets of foam board and push pins with tags attached to map out their community ecology. After 30 minutes we stopped and asked the groups to start to overlay the map with connections between people and projects. For this they used yarn to connect the pins and visualise the connections. The group also used the tags to annotate the connection with any relevant information about the nature of the connection.

We asked the groups to use the tags to label positive and negative connections to tease out their experiences of good and bad community engagement. Once the groups had completed this task they came back together as one group to present their community ecologies back to the whole group. The group took this opportunity to start a discussion about the motivations and value in doing community engagement as well as the good and bad experiences of engagement in the community. At this point we introduced the reflections from the previous research workshop to add to the discussion. The group agreed that bringing people together at events was a great way to put 'names to faces' and to allow people to ask questions about plans for community projects.

Time was running out for us in the workshop and so we moved the group on from the conversation into a rapid idea-generating brainstorm. The previous workshops had identified that events are a great way to engage people, but planning for them is time consuming, and thinking of ways to engage people while they are there is a challenge to. The group in this workshop also agreed events are great engagement approaches and would welcome tools to support their planning and evaluation. With this in mind the group brainstormed some ideas onto big sheets of paper for two types of tools. Tools that support planning events and tools that engage people at events. At this point most of the participants had left to make the journey home, but the few that could stay explored lots of good ideas for the two types of tools. The idea they liked the most and wanted to take forwards was the 'creative thinking cards'. This was a set of prompts that could be played like a game of cards that would encourage fast generation of ideas for fun events. As the workshop drew to a close we took the concepts sketched out on the pieces of paper and spread them out on the table. The participants agreed that while there were some good ideas on the table the creative thinking cards was the most promising and the one they would like to see developed further. We ended the workshop by thanking the participants for their efforts and we took away the creative thinking cards idea to develop further.

Next steps

The workshops we ran with the two remote communities yielded some really great tool ideas to support community engagement. However, overwhelmingly events emerged as a great way to engage people in community projects but event planning is a challenge. Small communities enable face to face meeting with community members as an easy and effective option for engagement. Community events are a great way to connect with local people of all ages and backgrounds, yet, effective event planning is challenging especially when often many of the planners are volunteers. As we reflected on the first phase of the project it appeared that a re focus on this insight would be a valuable direction for the project. With this in mind, we decided that we would explore tools for event planning further in an additional phase of co-design workshops.

Co-Design 2 on Mull

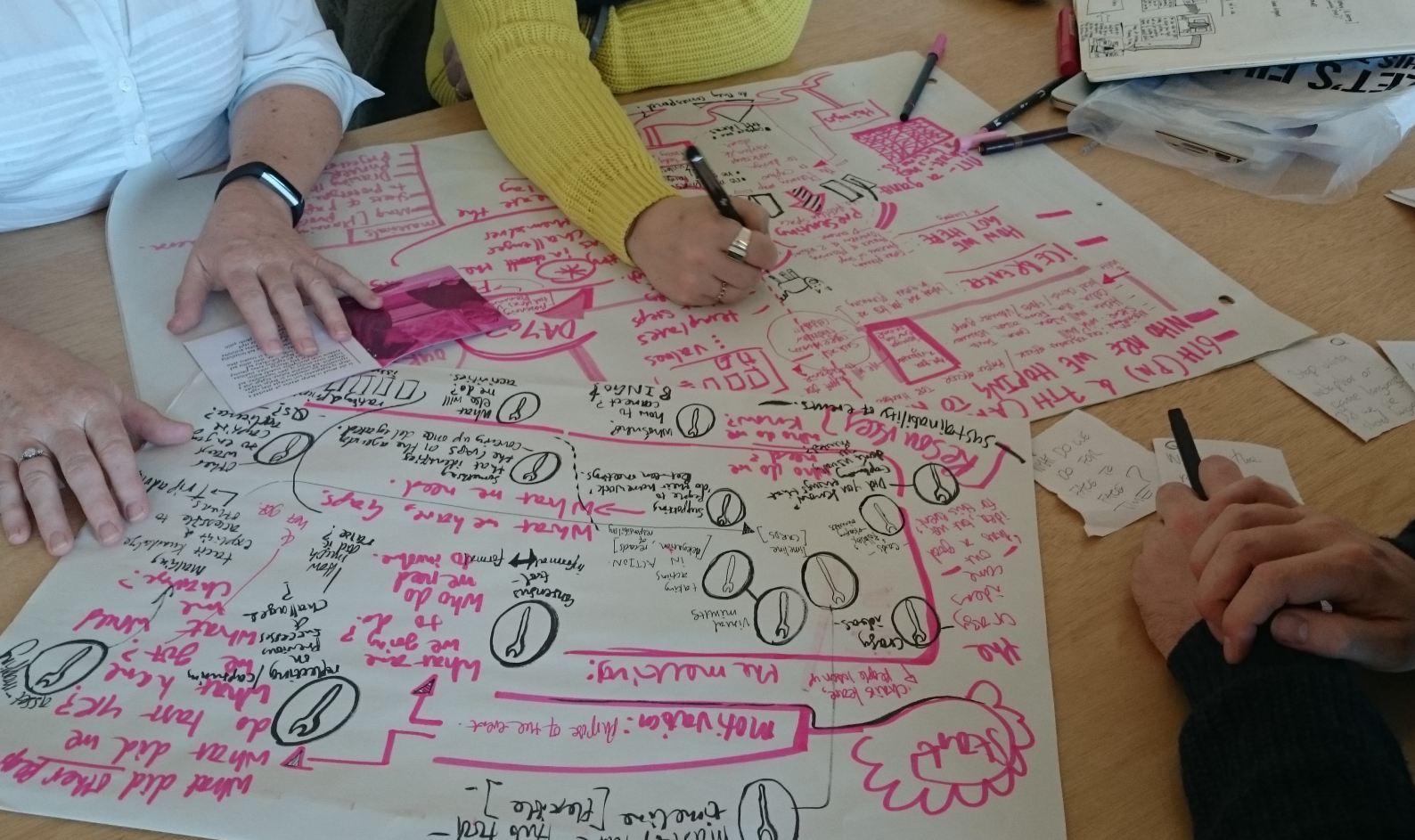
From the first workshops with our partners it was very apparent that public events are a great way for local groups and businesses to engage with the wider community, as well as to fundraise, which can form an important part of community development. Tools to support really good community planning were highlighted as something that would help our communities significantly in connecting about local area plans. In response to this insight we decided to return to Mull for another co-design workshop with some community enterprises and local projects to develop tools to support really good community planning. The purpose of this workshop was therefore to develop ideas for some new tools with representatives of the local community. We aimed to work with community members with experience in holding public events, and an interest in helping to develop creative tools that would assist with public event organisation and implementation for everyone.

Icebreaking

To do this we returned to the island of Mull for an intensive Co-Design workshop to explore new ideas for creative event planning tools. This time we based ourselves in the community rooms in the Salen and Ulva parish church for two half day co-design sessions. The participants came from a variety of backgrounds, from local sports initiatives, an environmental group and local area development. To begin the first session the Leapfrog team and attendees introduced themselves using some profile cards as an icebreaker, the aim was to introduce who they are and where they're from, as well as their event planning "superpower" and "nemesis". This was to tease out in a fun way where the participants felt their strengths and weaknesses lie when it comes to planning local events.

Visual Journey Mapping

Once we had established who was in the room and their super powers we moved onto a mapping exercise designed to form a collective picture of a typical event planning process and any 'sticking points' that cause problems along the way. For this we used a Journey Map tool, which depicted stages of a typical event planning process based on our own experiences and the insights from our previous workshops. We invited the attendees to talk about their own planning experiences and annotate the map with their own comments, adding any stages in the processes that were missing and highlighting their sticking points. Through this activity it was pointed out that a particular problem was that people may feel the need to control event organisation by themselves, and delegation might be difficult, particularly if groups didn't know the individual skills of their community members.



Everyone recognised the importance of good task distribution when planning, but this can be an issue and the same people can end up taking on many of the tasks. This was an issue because the success of an event then relies on one person when there may be skills in the local community that are better suited to tasks but are missed. Also, the skills necessary for planning community events develop and remain with a small number of people, which is an unsustainable long term approach.

It was pointed out that a “consultation” stage was missing from the journey map, and that consulting the local community about events is important, since many people have feedback or ideas that might benefit the event: “it should be bigger”, or “it should happen on a Saturday”. It was also pointed out that asking for consultation was particularly important in an island setting, where people come to “settle down” and would have a vested interest in events that are trying to raise funds to, for instance, change something in the community.



Visual Journey mapping



Finished Journey Map



Needs Analysis

Following the Journey Map activity we asked participants to add another layer of information to the map by conducting a needs analysis. This activity instigated some productive conversation and added an extra layer of richness to our map. After a short break we resumed to the Journey Map and began this next task by mapping our 'needs' against the stages of the planning process and the sticking points on the now collectively annotated map. In this session we wanted to keep participants in a problem space rather than move into a space where we were beginning to come up with new ideas for tools. So, we moved through the journey map and at each stage or point on the map we asked what need the stage was fulfilling or what needs were not being addressed with the current approaches. We used paper flags to write down what was said and attached them to the Journey Map. The idea was that we 'flag' the opportunities for us to design tools that would support the needs at each stage of a planning journey and at the sticking points. The activity uncovered a lot of opportunities and after a discussion between the participants there were some obvious needs that we could focus on. The key 'needs' that were mapped onto the journey were: the need to broaden communication; the need to recruit people; the need to know what skills you need; the need to find the skills; the need to define roles; and the need to consult the community. After we had moved through the entire map and discussed the needs we put the shared map on the wall to use as inspiration for the next activity, which was to come up with some great new ideas for tools.

Ideation

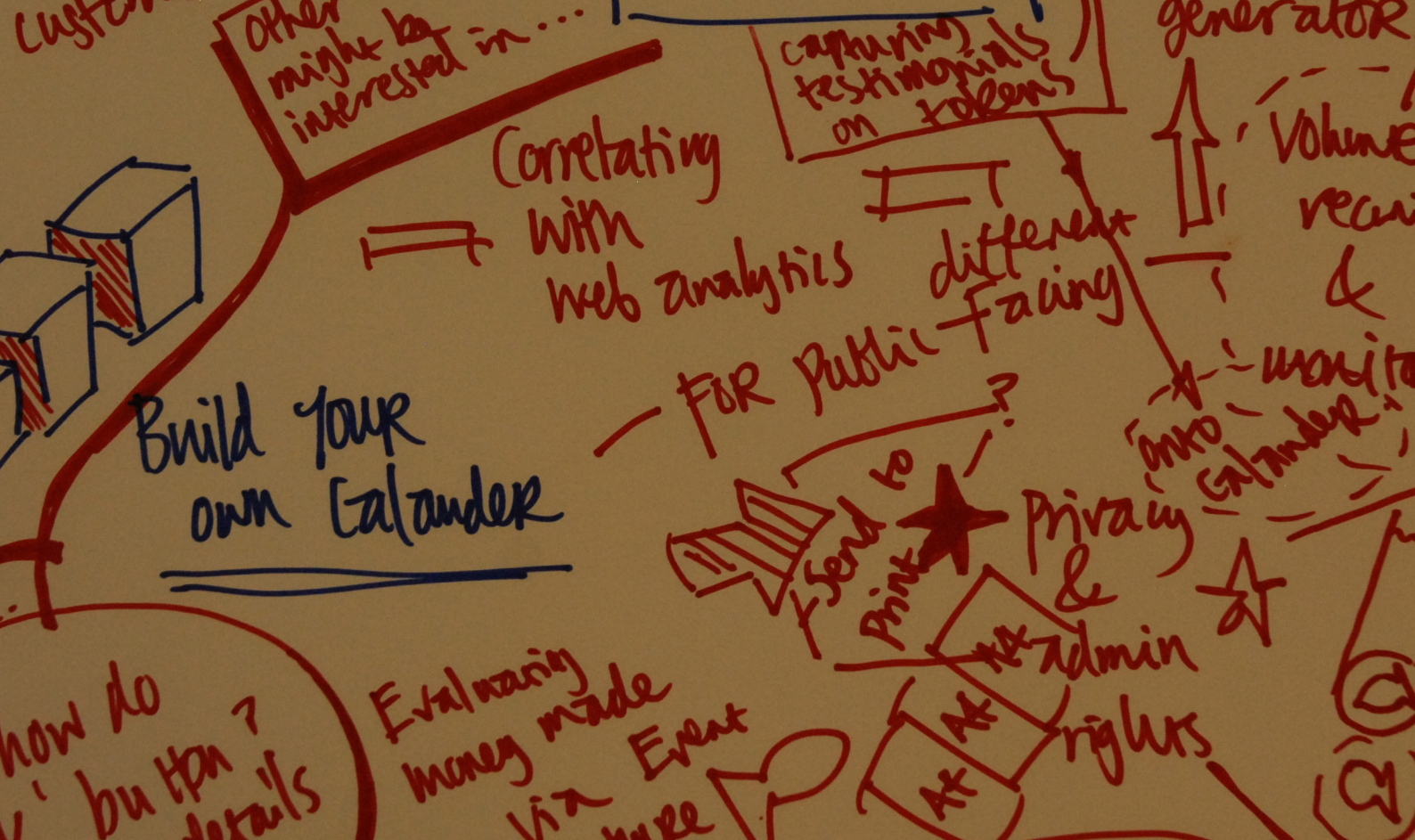
After a lunch break we began the task of brainstorming ideas for tools that would support the event planning needs we had previously flagged. We asked the participants to work in pairs and to select at least one flagged need as the focus for their tool ideas. Before the ideation began we demonstrated some of our existing tools designed from previous projects to inspire the group and stimulate some initial ideas. Provided with drawing materials the teams set off and began coming up with new tool concepts, sketching their ideas down on paper in this initial 'brainstorming' phase. So that we didn't miss the advantage of all the expertise in the room, and to keep the energy flowing, we paused half way through the afternoon exercise to 'pitch' the ideas in progress and get some feedback from the whole group. Ideas were displayed on the wall and the owners gave a quick explanation of each one. The aim of this was to garner some input from fresh perspectives and to whittle down the number of tool ideas that would be taken forward for further development. There were some really creative ideas pitched that covered all of the most salient needs the group had identified. Among the suggestions were:

A "jigsaw" tool: this would be a visual representation of the event, such as a picture, divided into jigsaw pieces. Each of these pieces represents a particular "skill" needed to organise the event, to which volunteers could add their name. Among them would be a few "blank" pieces, which volunteers could write down any skills they feel they had which could be useful for the event.

A digital tool to 'map' events: this would record stats from previous events, archive lessons learned, categorise event types for easy referencing, and maintain records of key people.

A plan B tool: this would help teams to come up with alternatives plans in case things go wrong, the idea was that for individual tasks a team can decide on a 'plan b' together, so when they are working independent of each other they can carry on even if things go wrong.

With these key tool ideas sketched out the teams regrouped to start to flesh out the ideas into more detailed concepts. With only a little time left the group sketched and prototyped their ideas further until they had finally settled on five new tools that they felt could be instrumental in supporting event planning and crucial early engagement with local people. The workshops ended with a show and tell of the ideas from the teams, with some insightful initial feedback from the whole group that we could take away and incorporate into the tools. It was a tremendous effort from everyone involved and one that yielded some excellent and creative new ideas. The next steps was for the Leapfrog team to take the five tools and spend a little time developing the ideas into more detailed prototypes, ready to send back to our partners on Mull for them to evaluate and feedback.



Final Designs

As the project drew to a close we wanted to make sure that the tools we had taken away from Mull and developed into detailed prototypes still resonated with the partners who designed them, and that we had not lost the essence of their purpose. It wasn't possible for us to take them back to the island of Mull in person. So through a series of telephone calls and emails we garnered feedback from the partners after we had sent them some physical prototypes of the tools. We included some prompts in the tool packages that probed the functionality, usefulness and appeal of the tools. With some valuable feedback the Leapfrog team now took the final ideas and developed them into a set of five finished event-planning tools.

The jigsaw tool was a great favourite of the group. They liked the idea of asking the community for their input from the early stages and finding out what skills they had available in the local resource. So, in the end the jigsaw became two tools. The Event Jigsaw tool could reach out to a community, get ideas from local people, and find new skills. The Target Support tool is an early engagement tool that can test out ideas, see what people prefer, and get their creative input.

The Role Bingo tool breaks down and allocates the tasks needed for an event. Sometimes the same people end up doing most of the tasks for events, and so this tool makes the job of allocating tasks more fun and visible, so you know who is doing what.

The Plan B tool helps to steer thinking towards possible problems and the alternative if things go wrong. It helps keep plans moving forward and enables independent working.

And finally, the event-mapping tool became the Event Canvas tool. While a digital tool would have been great it was just a bit too much for us to take on in the time we had. So the Event Canvas tool captures the most salient insights from events as they happen, and archives each event so that valuable knowledge is not lost and can be usefully used by others when planning future events.

The event planning toolbox: Make It Happen!

The next steps for this project was to take the great individual tools and turn them into a community event planning toolbox we are calling, Make it Happen! This toolbox was created in collaboration with people living in the Highlands and Islands of Scotland to help rural communities to plan really great community events and engage with local people. The toolbox is aimed at helping anyone working hard to develop local community resources and initiatives who want to engage with their local community through a really great community event.

We think that the tools co-designed in this project work really well on their own, but we wanted to show how the complete set of tools can work together and complement each other. That is why we created the Make It Happen toolbox.

**Find all of the Make It Happen tools and other Leapfrog tools at our website:
leapfrog.tools**



EVENT JIGSAW

Reach out for people, skills and ideas to make events happen

You don't need to limit yourself to only the resources available within your organisation when planning an event! Use Asset Map to uncover resources and ideas within your community while engaging people with your event from the start.

TIP:
Works well with Role Bingo!

Co-designed on Mull
This tool is co-designed with members of community organisations on the Isle of Mull in Scotland to help them reach out to their community in a more engaging way and get the word out faster for upcoming events.



Please let us know if your jigsaw came together!

Once you've given this tool a try, text GO to 07700 900000 to answer 5 simple questions



Event Jigsaw: reach out for ideas and skills to make events happen



TARGET SUPPORT

Test out your ideas and see which stick

A little bit of feedback can go a long way, and testing out ideas on paper is often far better than testing them out for real. Target support lets you share ideas publically, generating interest and gathering feedback.

Co-designed on Mull
This tool is co-designed with members of community organisations on the Isle of Mull in Scotland to help them reach out to their community in a more engaging way and



WE ARE...
THE COMMUNITY
GROUP WANTS TO



Target support: test out your ideas and see which ideas stick

One of the key parts of organising an event is dividing up work and responsibilities. Role Bingo helps a group agree what needs to be done, and makes allocating tasks less formal, and more fun.

Co-designed on Mull

This tool is co-designed with members of community organisations on the Isle of Mull in Scotland to help them reach out to their community in a more engaging way and get the word out faster for upcoming events.





★ Role Bingo ★

Team sheet

Deadline: 12/05 FIND A VENUE Who: SUE ✓	Deadline: 12/05 CATERING Who: ED ✓	Deadline: 13/05 BAND Who: SUE ✓	Deadline: 14/05 PETTING ZOO Who: SUE ✓
Deadline: 15/05 EGG HUNT Who: SUE ✓	Deadline: 12/05 EVENT PROMO Who: FIONA ✓	Deadline: 11/05 POSTER DESIGN Who: FIONA ✓	Deadline: 10/05 RENT TENT Who: MATT ✓
Deadline: 15/05 RAFFLE Who: SUE ✓	Deadline: 14/05 EGG PAINTING Who: FIONA ✓	Deadline: 12/05 KITE MATERIALS Who: FIONA ✓	Deadline: 11/05 PLAYGROUND FUNDRAISER Who: MATT ✓



A full house?

Role bingo: decide what needs doing and who will do it

Important tasks can easily get delayed or halted if things don't go as expected. This tool helps people think through what might go wrong, and agree some alternative ways of getting things done.

Co-designed on Mull

This tool is co-designed with members of community organisations on the Isle of Mull in Scotland to help them reach out to their community in a more engaging way and get the word out faster for upcoming events.





What if...

1 IT RAINS?

2 THE BECAUSEL CANCEL?

3 WE RUN OUT OF FOOD

4

5

Write new plans here

2017

1 RENT A TENT FROM ROGER

2 GEMMA CAN BAKE

3 HAVE EXTRA NIBBLES HANDY

4

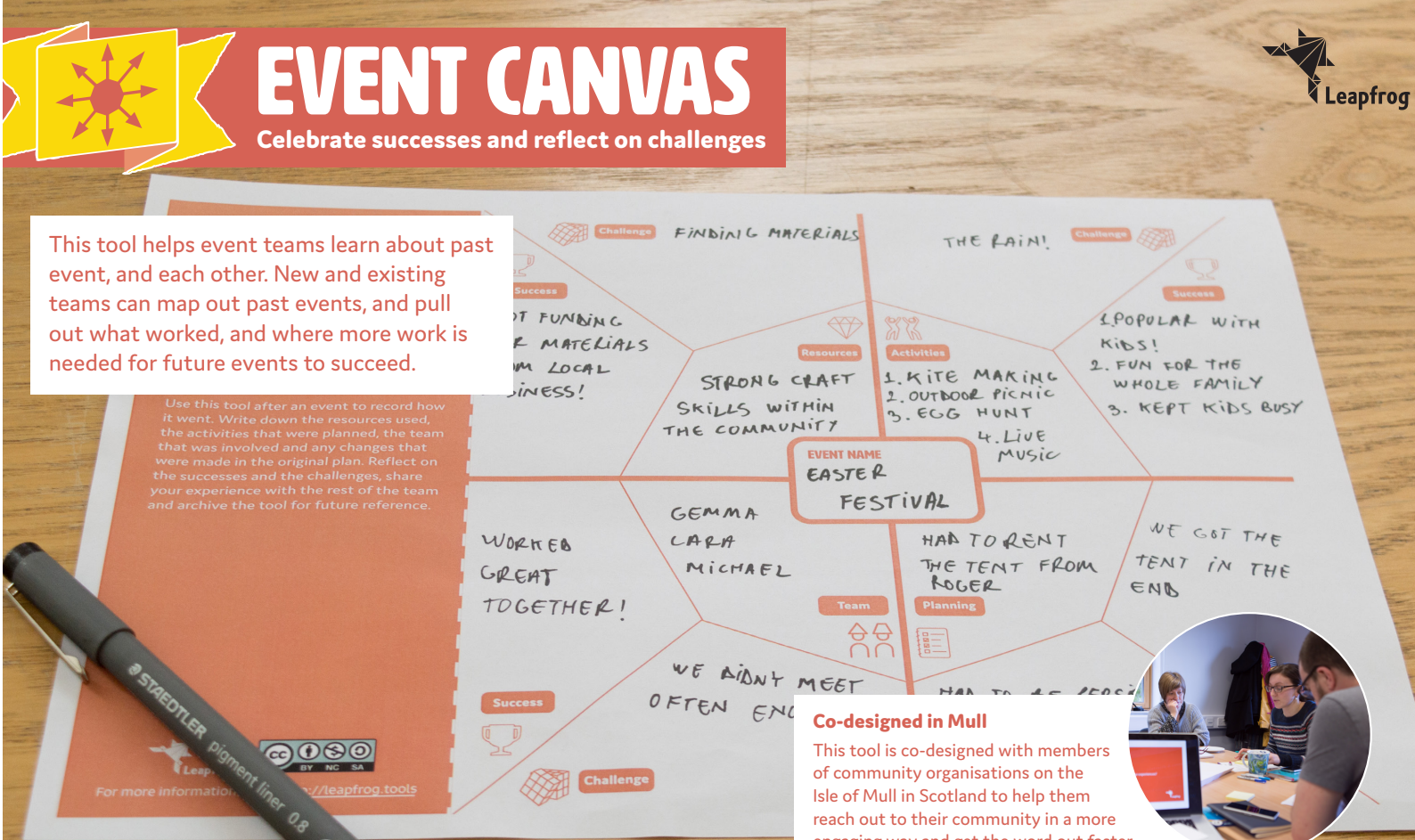
5

Leapfrog

TIP:
A great follow-up to Role Bingo!

Please let us know if flipside worked!

Plan B: make sure jobs get done even when things go wrong



Event canvas: celebrate and reflect on past successes and challenges



Acknowledgements

We would like to thank everyone who took the time to contribute their time to this project and making it such a success. Everyone we met made such valuable contributions, gave great insights and contributed really good ideas.

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Leapfrog – transforming public sector consultation by design is a £1.2 million 3 year Arts and Humanities

Research Council funded project. The Arts and Humanities Research Council (AHRC) funds world-class, independent researchers in a wide range of subjects: ancient history, modern dance, archaeology, digital content, philosophy, English literature, design, the creative and performing arts, and much more. This financial year the AHRC will spend approximately £98m to fund research and postgraduate training in collaboration with a number of partners. The quality and range of research supported by this investment of public funds not only provides social and cultural benefits but also contributes to the economic success of the UK. For further information on the AHRC, please go to: www.ahrc.ac.uk