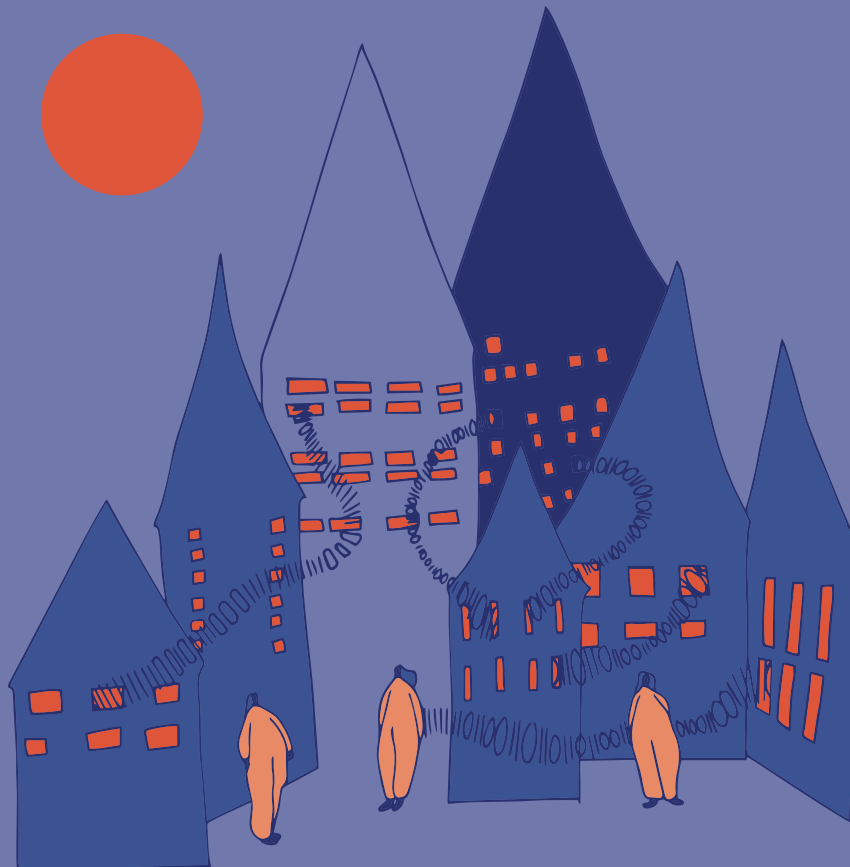




# Open Citizenship & Data Experiences in Glasgow 2032

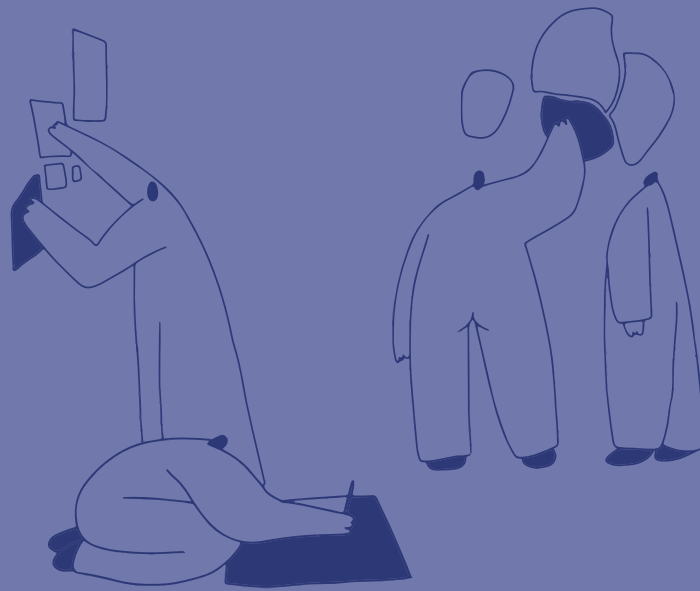
February 2023



**INNOVATION  
SCHOOL  
THE GLASGOW  
SCHOOL OF ART**

**CENTRE  
FOR  
CIVIC  
INNOVATION**





***"The Collaborative Futures programme is a valuable project within the CCI's programme of work. Each year it gives us the space to look at things differently and provides us with an opportunity to embrace new ideas around how a future Glasgow might look like, whilst at the same time giving students and young graduates the opportunity to work with our team on real world projects."***

***John Campbell***

Development Officer, CCI





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# Executive Summary

Collaborative Futures is a four-month design project in partnership with The Innovation School at The Glasgow School of Art (GSA) and the Centre for Civic Innovation (CCI) at Glasgow City Council. It forms a significant part of the final year of study of the Masters in European Design programme at The Glasgow School of Art.

The project is in its ninth successive year, and this is now the fourth year working with the Centre For Civic Innovation at Glasgow City Council. It builds on the legacy and work created through the last two years' project collaboration. Its model is unique and pioneers an innovative approach to academic and industry collaboration.

***"A highlight of this year's project has been the team's collaborative engagement with an expert community of practice, co-designing new ways of working which resonate across the CCI team, our project stakeholders, and the wider GCC organisation. This project team's professional design practice exemplifies the values and impacts of collaborative creativity and design-led innovation as an approach to blueprinting preferable futures for Glasgow in 2032."***

**Kirsty Ross**

Collaborative Futures Academic Lead, Innovation School, GSA.







# The Project Team

## DESIGN TEAM

### **Caroline Baumhauer**

Master of European Design  
student, GSA

### **Leon Yegenoglu**

Master of European Design  
student, GSA

### **Anushree Chokappa**

Masters in Design Innovation  
graduate, GSA

### **Marily Papanastasatou**

Bachelors in Product Design  
graduate, GSA

### **John Campbell**

Development Officer, CCI

## CO-LEADERSHIP

### **Kirsty Ross**

Project Academic Lead  
Product Design Lecturer, GSA

### **Stevie McGowan**

Project Partner Lead  
Design Lead, CCI

### **Dr Marianne McAra**

Project Research Lead  
Research & Teaching Fellow, GSA

## COLLABORATORS

### **Pamela Rennie**

Policy & Governance Officer, Glasgow City Council

### **Stephen Sprott**

Data & Innovation Project Manager , Glasgow City Council

### **Colin Birchenall**

Chief Digital Officer Glasgow City Council,  
Chief Technology Officer Digital Office Scottish Local Government

## WORKSHOP AND INTERVIEW PARTICIPANTS

Alan Speirs

Brian McQuillan

Christina Cannon

Colin Birchenall

David Hazle

Evelyn O'Donnell

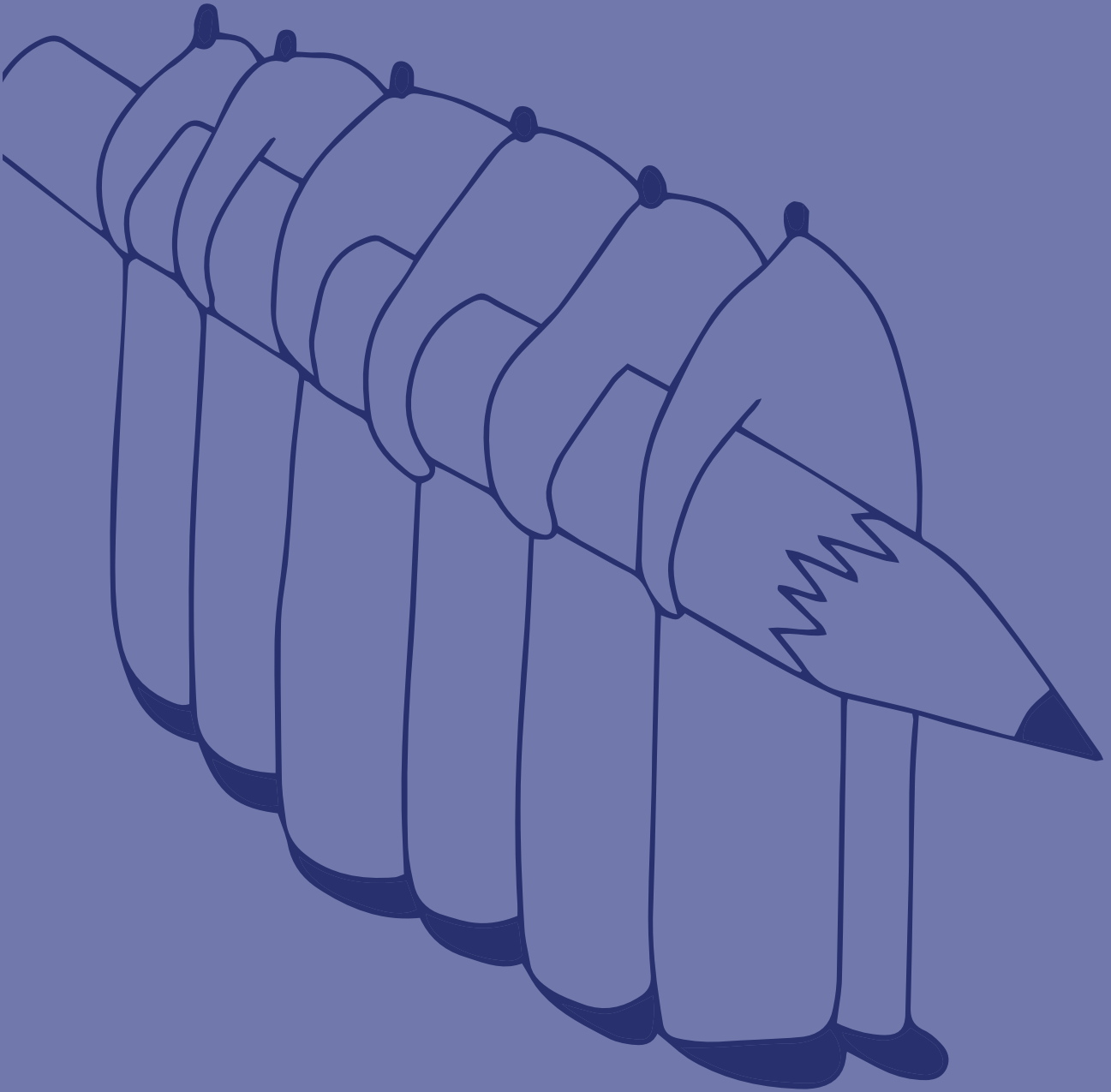
Gary Devine

James Arnott

Kathleen Caskie



# Introduction



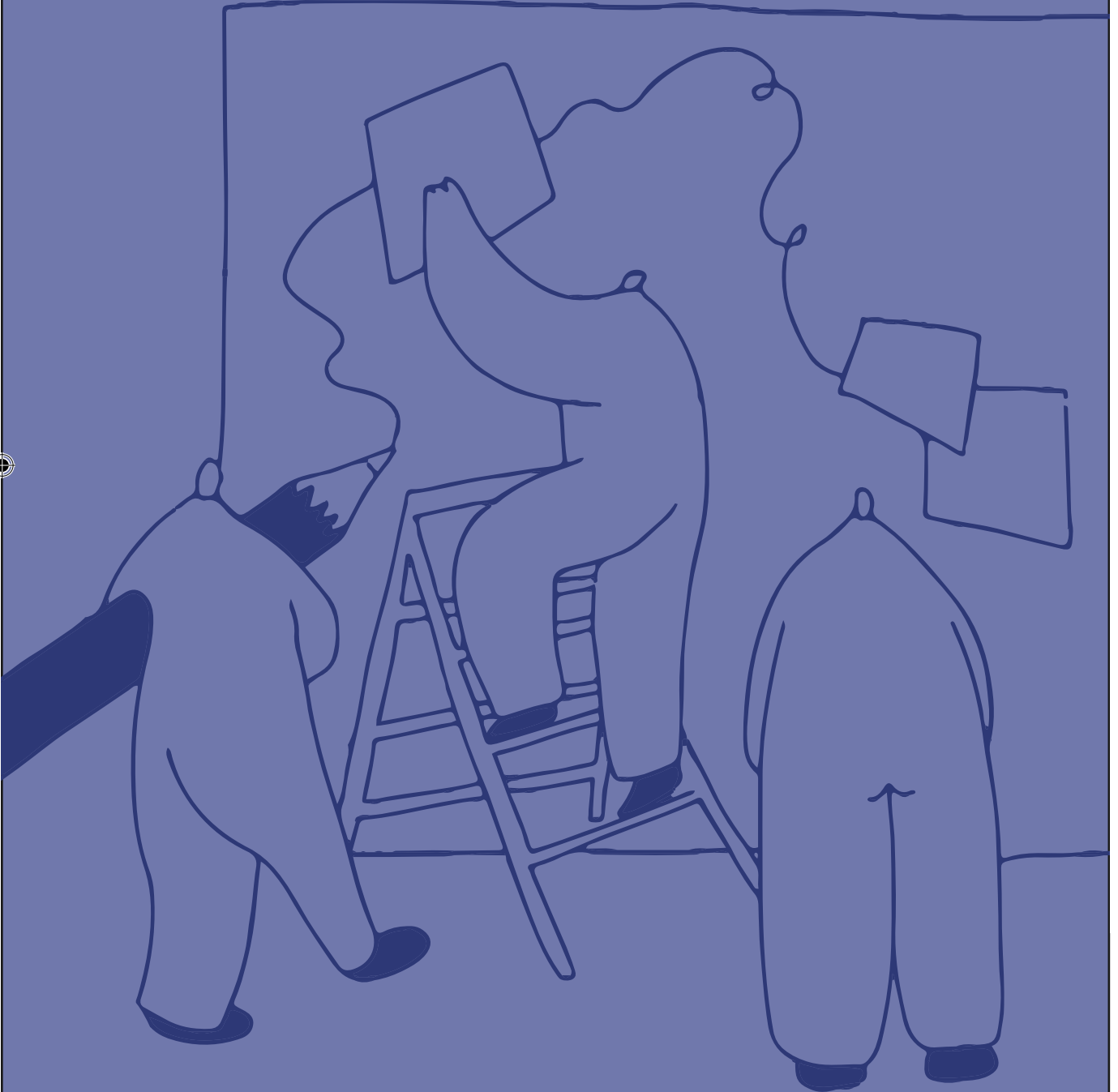


This year's brief ***Glasgow's Civic Futures: Open Citizenship & Data Experiences in 2032*** explores what Open Government might look and feel like in the future if data-enabled experiences were embedded into our communities and neighbourhoods.

The project outcomes incorporate tangible, futures-based directions and recommendations, communicated as compelling, relevant narratives that align to the council's wider strategies over the next 10 years. They support the ongoing design-led innovations of the CCI and can be integrated into the work of project stakeholders.



# Project Overview





## **THE BRIEF**

The Collaborative Futures brief asks the question “What if data-enabled experiences were embedded into our actual communities and neighbourhood environments of Glasgow in 2032?”

It modifies terminology from Open Government to Open Citizenship, in an attempt to explore participation and data experiences from a more citizen-centred perspective. It shifts the dialogue towards empowering citizens so they can co-create and co-produce their own public services and systems of the future.

## **AIMS & OUTCOMES**

A key objective was to develop future scenarios comprising tangible assets that would help support the CCI’s on-going work and inform democratic decision-making in future projects.

We designed a future vision for Glasgow in 2032 that is more participatory and inclusive, that people would want to live and work in. It comprises three types of assets– roles, places and tools. A set of directions and recommendations co-written with the CCI suggest ways to achieve our envisioned future, and a roadmapping tool lays out the journey to get there in accordance with the strategies of the council.



# Glossary of Key Terms

## **Citizenship**

The condition or status of a citizen who understands their rights and civic responsibilities.

## **Data Experiences**

Activities or interactions where data is collected or shared to support citizens and local governance.

## **Open Government**

A culture of governance based on innovative public policies and practices inspired by the principles of transparency, accountability, and participation that fosters democracy and inclusive growth.

## **Co-Design**

The act of involving others in the design process and collaborating to develop new solutions and experiences. Stakeholders and participants are treated as equal collaborators during the design process, and their contributions significantly influence final outcomes.

## **Civic Participation**

Any kind of active involvement of citizens with the government, to positively influence change and contribute to society.

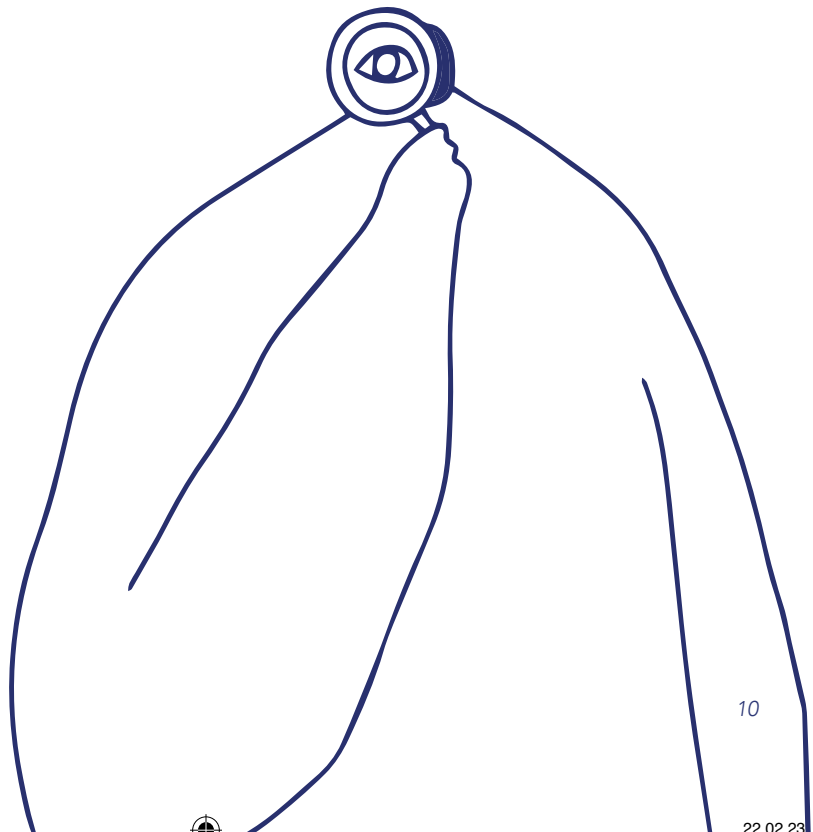


## RESEARCH QUESTION

The research carried out builds on the existing and ongoing design-led, citizen-centred approach already operating in the city.

This project looks to explore how the context of an open government strategy can create a joined up approach to scaling this across the city. It led to the project's focus being around this core research question:

**How might local government listen to, communicate with, include and inspire every citizen to participate?  
And what role might data play in this?**



# Key Insights & Evidence

Meaningful innovation is built on strong foundations. Analysis of a combination of desk research, expert interviews, workshops and observations, revealed opportunities under three themes of trust, inclusivity and transparency. They address the challenges of the current models of citizen participation and interaction with data, and lay the foundation for our proposed future of Glasgow in 2032.







## INSIGHT 1

# Building Trust opens doors to willing participation.

***“How can we increase citizens’ trust in the government so they would be willing to share data that could eventually improve their lives?”***

**Kathleen Caskie**

Manager, Glasgow Third  
Sector Interface Network



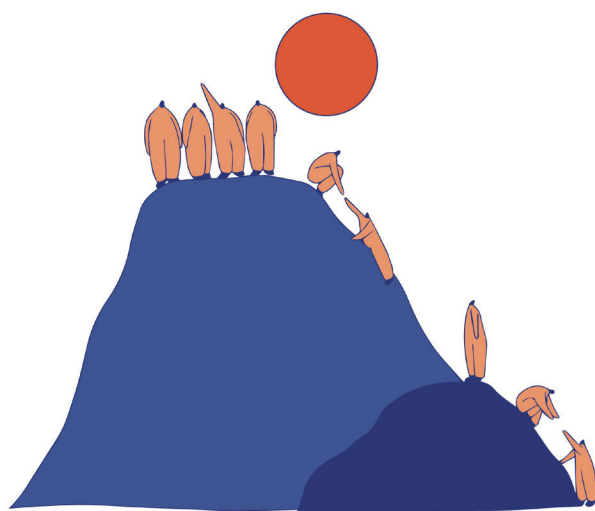
Trust means to rely on or have confidence in someone or something. When citizens have a firm belief that the council makes decisions in the interests of the public, they are more likely to willingly be involved in decision making, and also encourage others to do so. We extend these trusting relationships to the interaction with data and emerging technology as well.

This trusting network as a whole could spark citizen interest in the council’s work, and we understand it as the first step in overcoming barriers to participation.



## INSIGHT 2

**Inclusivity recognises that everyone is valued and represented as experts of their own experiences.**



***"If we want to develop inclusive systems, we must first study and identify the people that are being excluded."***

**Kathleen Caskie**

Manager, Glasgow Third Sector  
Interface Network

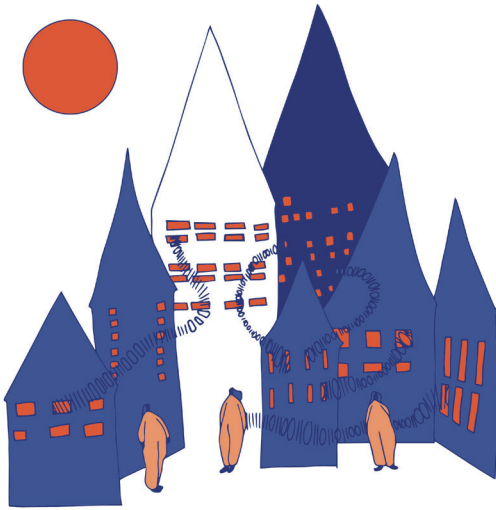
Inclusivity is about identifying people as individuals, and not by labels that traditionally define them. It is important to make that distinction because diversity and representation can be set up, but true inclusivity cannot. That means being considerate of ability, culture, gender, age, among others, right from the start, and not just as an afterthought.

It can be powerful for the council to hear and learn from different stories, to shape policies that put the unique needs of citizens first.



### INSIGHT 3

## Transparency in governance builds civic knowledge to make informed decisions.



***“Transparency can help inform citizens and it can lead to greater citizen involvement.”***

**Colin Birchenall**

Chief Digital Officer, Glasgow  
City Council & Chief Technology  
Officer, Digital Office for Scottish  
Local Government

Transparency is about empowering people and organisations with the knowledge of how the council operates, and setting clear expectations while delivering outcomes. It is central to supporting ownership of local decision making and problem solving.

With the increasing presence of data and digital services, it is all the more important for citizens to be aware, so they are confident in decisions they make for their lives.





# Future Glasgow Experiences

## WELCOME TO GLASGOW 2032

Trust, inclusivity and transparency have underpinned the design of our future vision for Glasgow. These values are deeply interconnected and need to be addressed simultaneously to achieve meaningful impact.





# Designing the Future: a Key

To design this ideal Glasgow, we established the following components that come together to form our future narrative:



## Directions

A powerful vision unites minds and acts as a navigator for creative decisions. Based on our insights, we proposed directions to build our future vision of Glasgow. While they might be understood as independent systems, their true benefit lies in their interdependence in supporting each other.



## Values

Clearly defined values are core principles within each direction that help express where we want to be in the future. They shape Glasgow's vision of trust, inclusivity and transparency within the context of Open Citizenship and Data.



## Recommendations

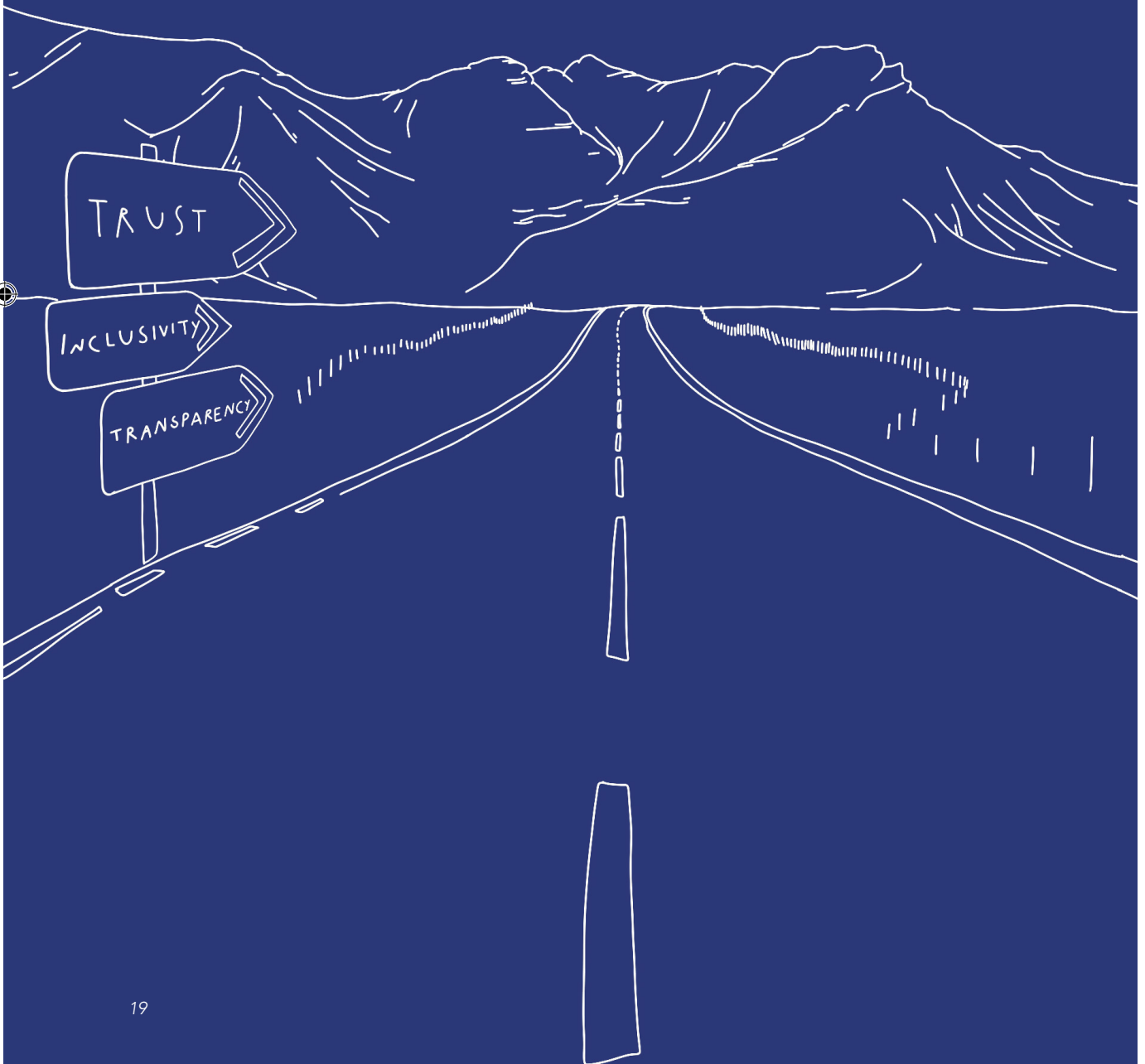
Futures can only be made real through our actions. To achieve our proposed future of Glasgow, recommendations are actionable suggestions for the council. They support the implementation of the Open Government Action Plan in accordance with the values set out.



## Assets

Our assets are emerging roles, places and tools that help illustrate what these future experiences might look like. While they tell the story of how our project fits within strategies being developed across the city, their concepts can be moulded to adapt as the city changes.



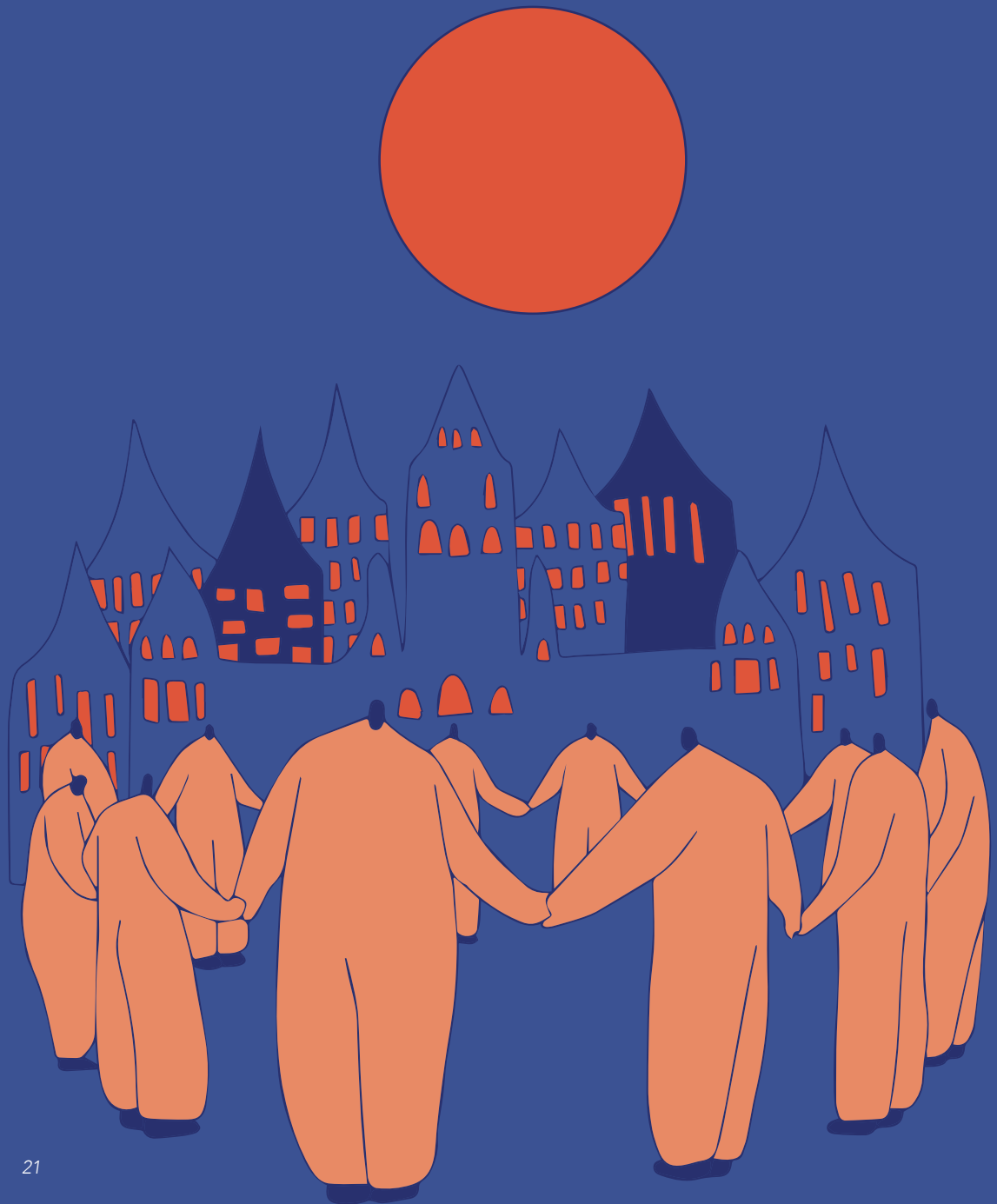






# Directions for Glasgow 2032

- ✱ A Glasgow of mutual trust between citizens & the council
- ✱ A Glasgow that is inclusive and values its diversity
- ✱ A Glasgow that is transparent in its governance and data use





## DIRECTION 1

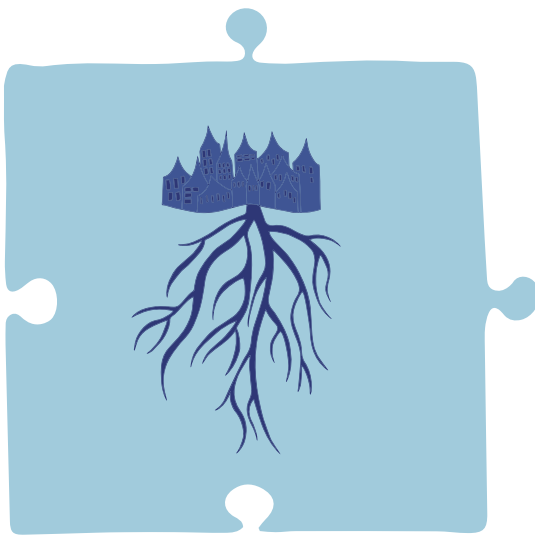
# A Glasgow of mutual trust between citizens & the council

Our vision for the future of Glasgow is that mutual trust nurtures a sense of shared responsibility between all, and inspires citizens to co-develop future experiences, with the assurance of ethical usage of data and technology.



# A Glasgow of mutual trust between citizens & the council

## VALUES & RECOMMENDATIONS



### **Integrity**

Quality of being honest and having strong moral principles.



Council and citizens collectively create shared vision and values.



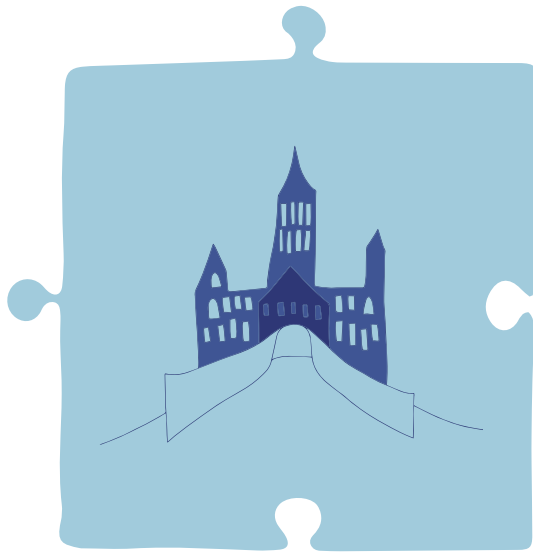
### **Safety**

Condition of being protected from or unlikely to cause danger, risk, or injury.



Develop a network of safe, equitable and creative spaces.



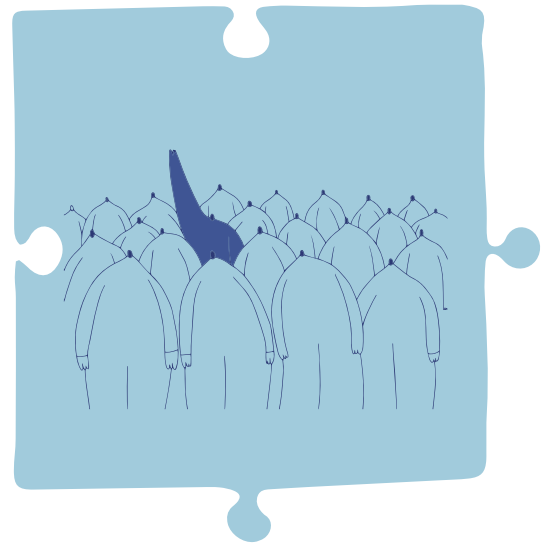


### **Accountability**

Responsibility and expectation to be able to justify actions or decisions.



Decisions are made at neighbourhood level with regular scrutiny from local communities, supported by transparent data and clear and consistent communication.



### **Receptivity**

Willingness to consider or accept new suggestions and ideas.



Make it possible for citizens and council to evaluate and reflect on decisions/ outcomes.

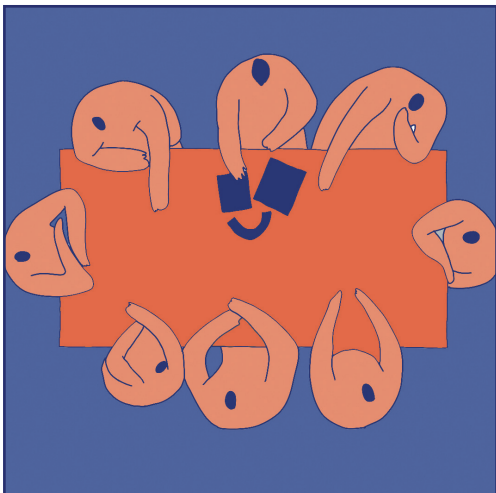




## A STORY FROM THE FUTURE



1. Martha has always been passionate about making a difference in her community. As a Citizen Designer, she now has the ability to transform the needs of the citizens into opportunities for positive change within the city. She is well informed about local projects run by the council, and stays connected to the communities and organisations she works with.



2. She is currently involved in a project around Affordable Housing Supply, that is keen on engaging local citizens right from the start. The council knows it might be sensitive for people to openly talk about their personal housing conditions, so they ensure that engagement sessions are organised in Places of Trust.

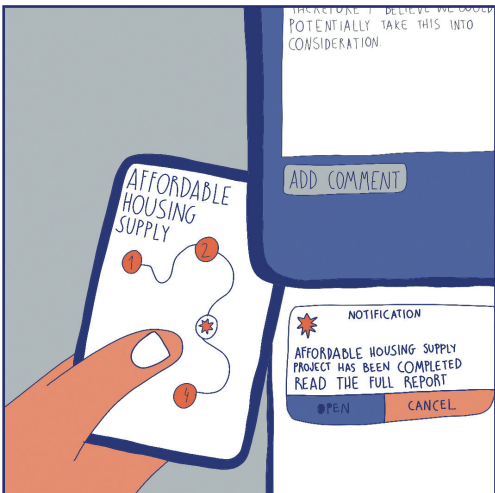


3. Pollokshaws Library is one such location where Martha is facilitating a session, and many individuals who are on Housing Benefits are motivated to participate. The familiarity of these places makes them feel safe and comfortable to share their deep concerns with her.

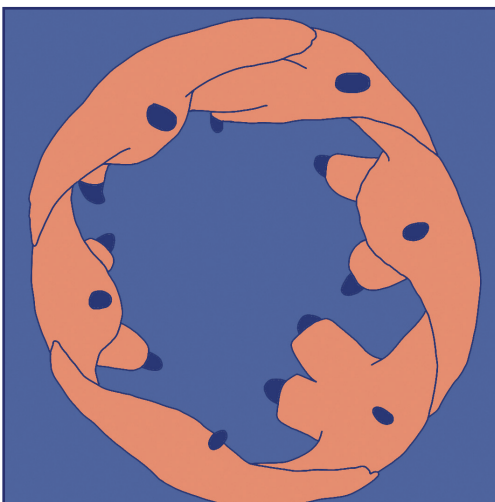




4. Martha emphasises the importance of citizens shaping the values and goals that would create meaningful impact for them. The session kicks-off by Co-designing Metrics of Success for the project. While the council initially defines the scope of the project, citizens choose metrics that are most valuable to their housing needs. It feeds directly into a report that Martha uses at a later stage to evaluate the impact of the project.



5. Another helpful tool that she and citizens use is the Glasgow Engage Platform. It allows people to contribute to key decisions that would affect them, whilst also allowing the council to share progress after an engagement session. Participants that Brenda interacted with are pleased to hear feedback and see the reasoning behind outcomes.

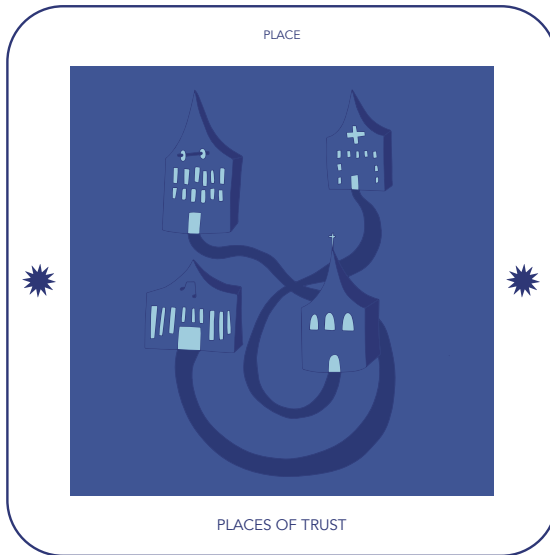


6. A network of safe, creative spaces and people is generated through these actions. It fosters dialogue and attempts to build a culture of civic participation where people are willing and enthusiastic to be active in local decision making.





## HIGHLIGHTED ASSETS



*(place)*

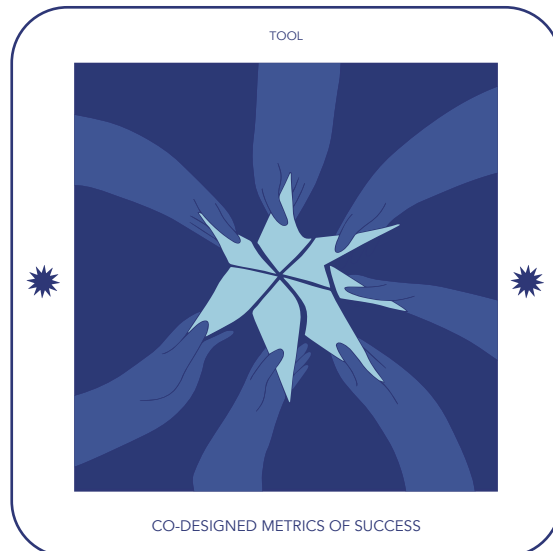
### PLACES OF TRUST

A public location (such as a community centre, school or library) that can become a trusted site for citizen engagement, providing the safety to be vulnerable and share opinions.

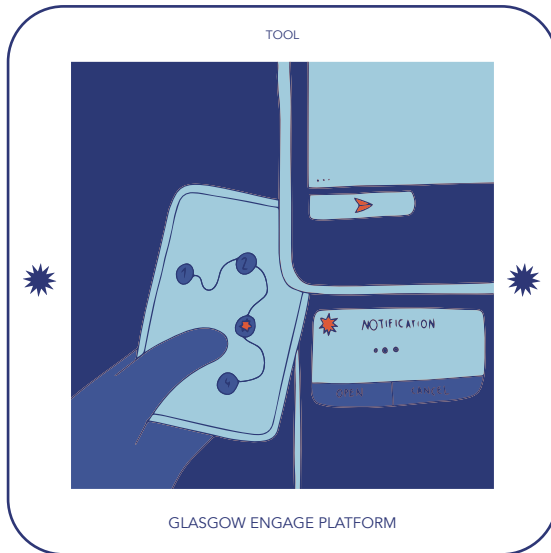
*(tool)*

### CO-DESIGNED METRICS OF SUCCESS

A system that allows those who would be impacted by a project to shape the values and goals that would be most meaningful to them.







(tool)

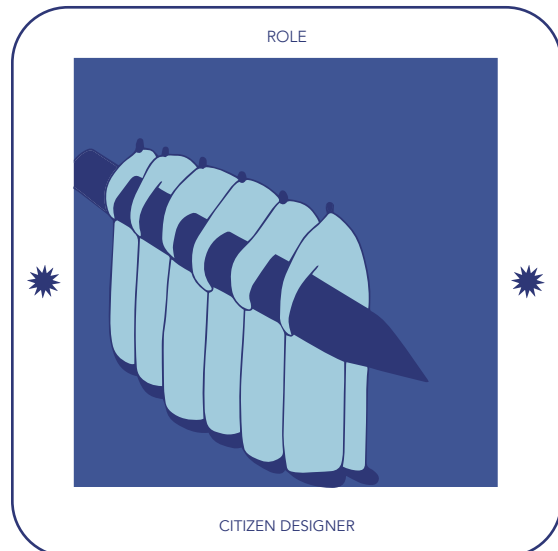
## GLASGOW ENGAGE

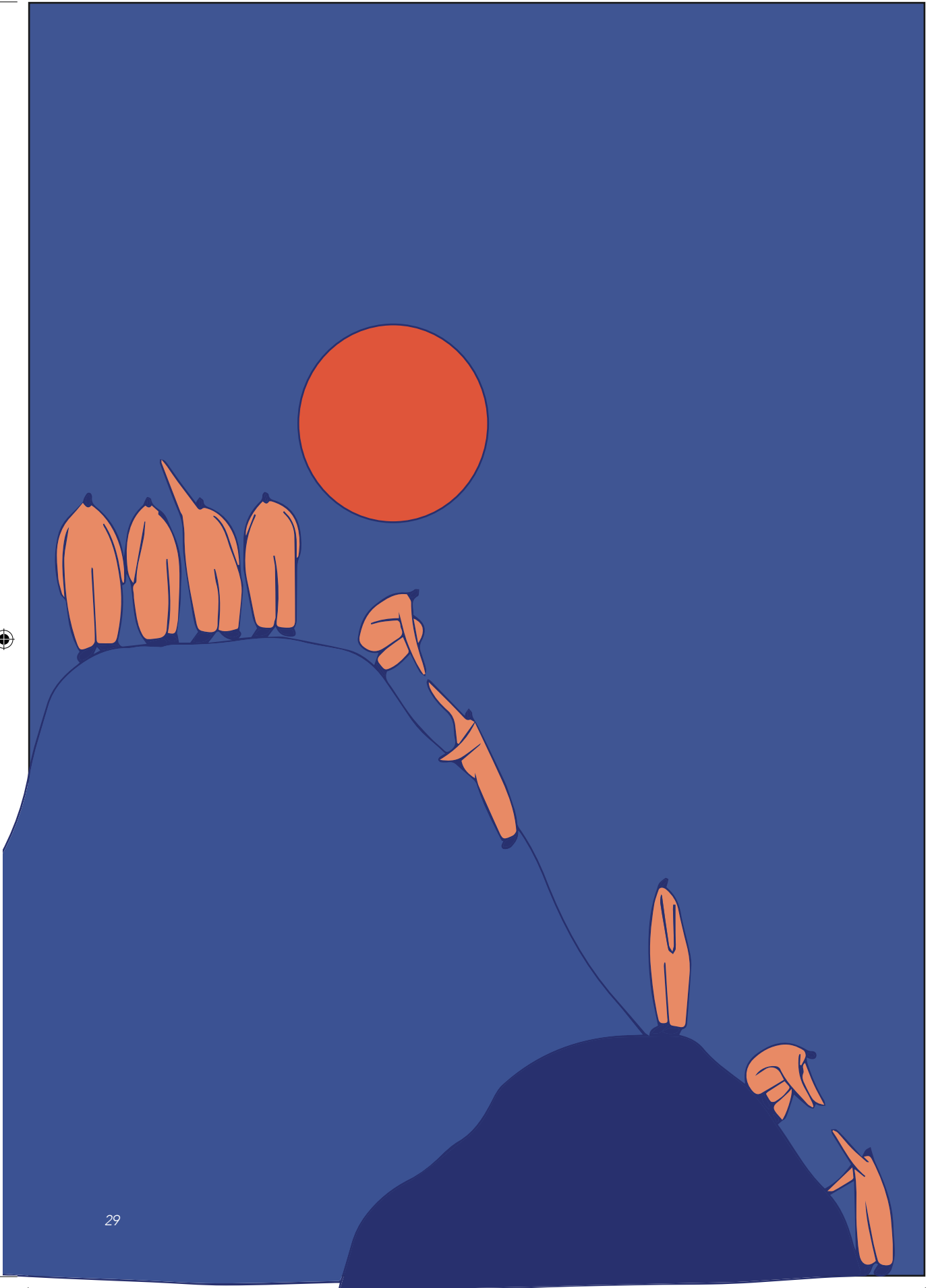
A platform to track the journey of a project from research and engagement to outcome, to contribute to key decisions, and view post participation progress shared by the council.

(role)

## CO-DESIGNED METRICS OF SUCCESS

A network of people from all across Glasgow who are passionate about making change, and can transform the needs of citizens into realistic outcomes







## DIRECTION 2

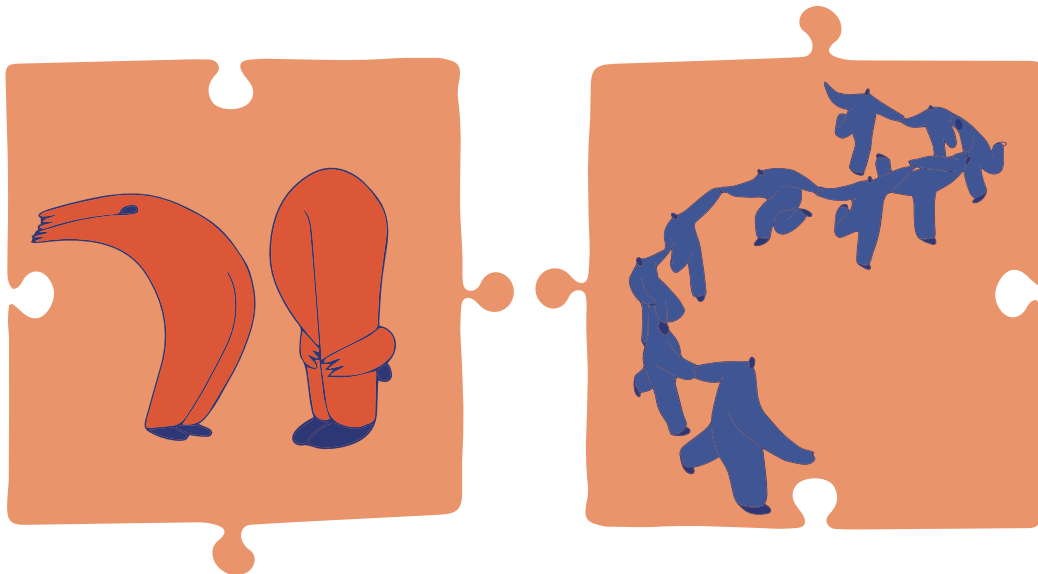
# A Glasgow that is inclusive & values its diversity

In our promising future, Glasgow amplifies the voices of people who are generally under-engaged with, through ways of working and outcomes that are accessible by all its citizens. To support its full range of human diversity, the city takes pride in the different lives that add to its culture.



# A Glasgow that is inclusive & values its diversity

## VALUES & RECOMMENDATIONS



### **Flexibility**

Ability to change or be modified according to the situation.



Create flexible and physical interactions to share opinions and engage with data.

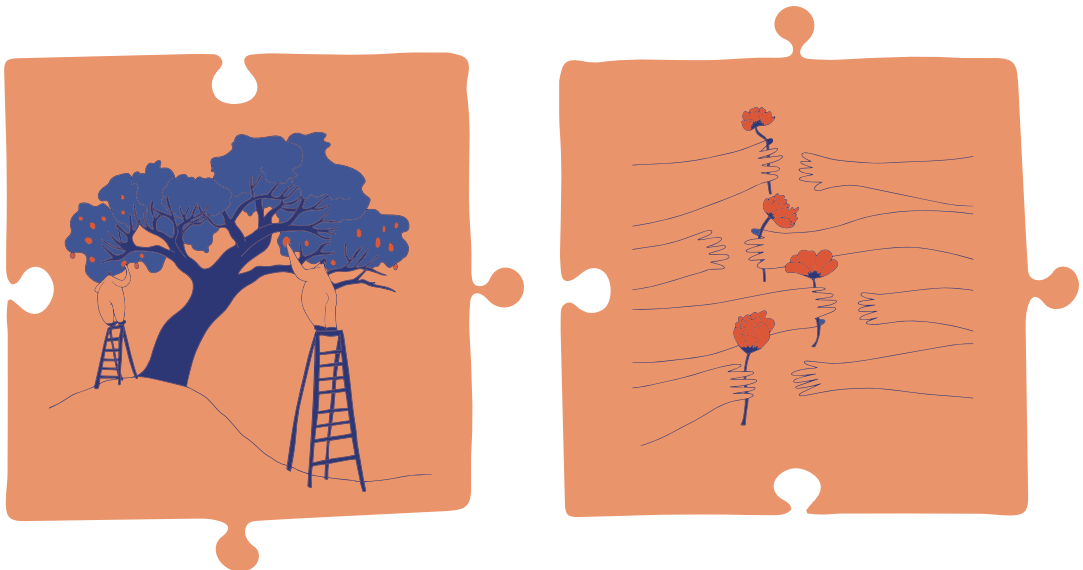
### **Collaboration**

Co-operating and working together on a shared outcome.



Provide resources to give those with lived experience an opportunity to participate.





### **Equity**

Being fair and making adjustments to imbalances.



Create systems of equitable participation by removing the barriers that stop people from taking part.

### **Reciprocity**

Exchanging things with others for mutual benefit.

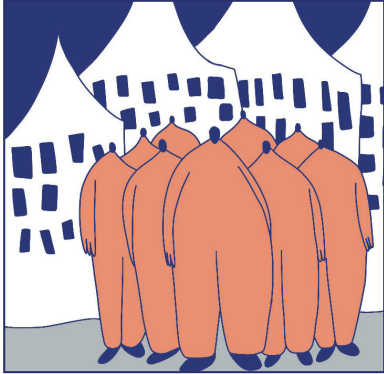


Create meaningful value exchange and recognition for participation.

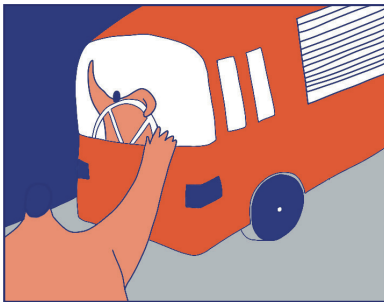




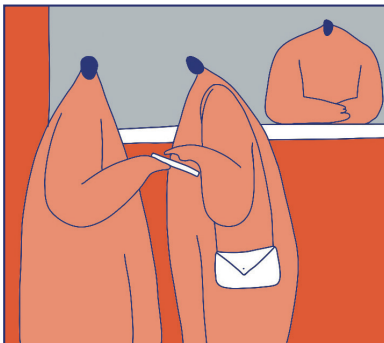
## A STORY FROM THE FUTURE



1. Thomas, a Neighbourhood Representative and an empathetic individual, works within communities to encourage new, deeper relationships. He believes that citizens and local organisations are the real experts on decisions that affect them. So he is ready to represent and provide them with a voice during engagement sessions.



2. The council is holding a participatory budgeting event that will run over a few weeks. For the first time they are organising it as a Mobile Pop-up to support the diverse needs of citizens through engagement methods that would be most suited to their circumstances.



3. Leena, a single parent, finds it easy to share her opinion the pop-up near her home and have a friendly conversation with Thomas. She hears that she would be rewarded for her contribution in the form of a Participation Rewards Card that can be redeemed at public services and local stores that are linked to the program.

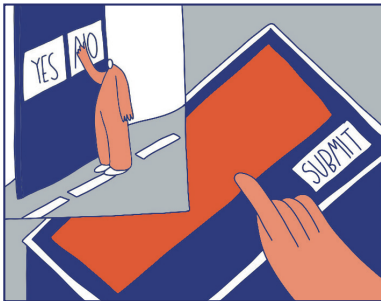


4. Through their conversation, thoughtful as they are, Leena and Thomas come up with the idea to buy art supplies with her card, for her son's After School Care. Leena is now satisfied that in a small way, she could also support an independent organisation that she cares about.

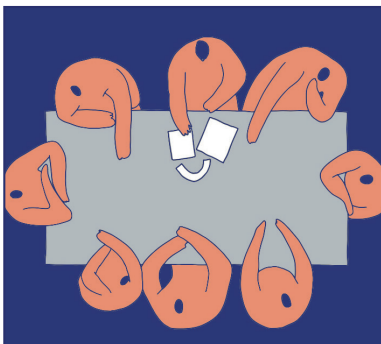




5. In another neighbourhood, Ali, a university student originally from Dubai, is attracted to an advertisement on a street display, for the same event.



6. It well reflects his desire for more community gardens in the city, and the Physical Street Intervention prompts him to vote on the budget using the same display. Being convenient and non-intimidating, he does it right away.



7. He is also motivated to take part in longer sessions, after hearing about their Recognition as Rewards program. It recognises participation as a valid experience in public sector work. One year later, we see that Ali secures an internship with the council to work on selected projects.

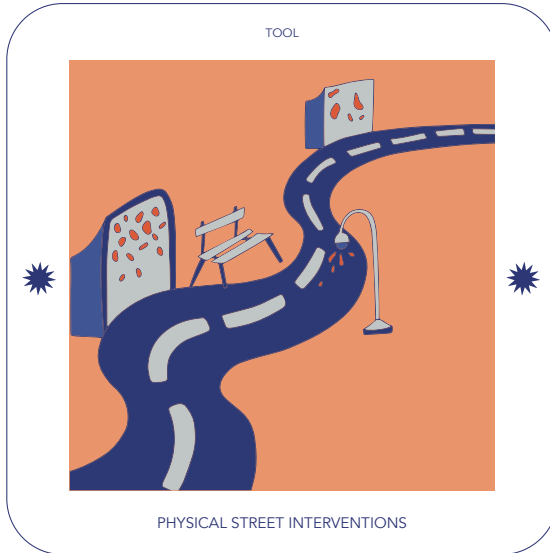


8. These different elements enhance feelings of community belonging by amplifying the individual voice of all people. It stimulates participation by meaningfully addressing the diverse needs of citizens.





## HIGHLIGHTED ASSETS:

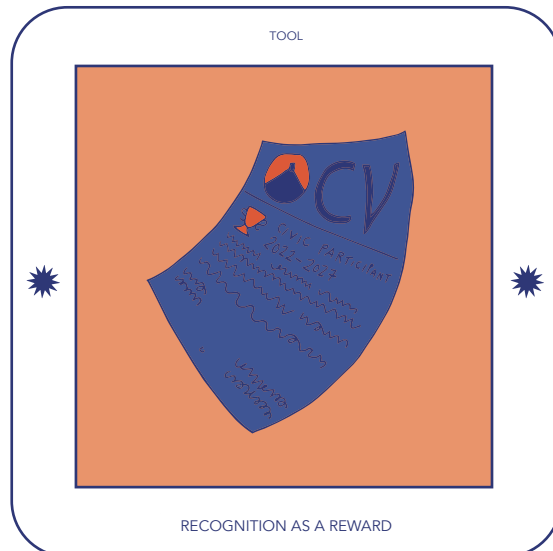


### (tool) PHYSICAL STREET INTERVENTION

A communication and engagement structure on the street that supports citizens who are more comfortable interacting with physical touchpoints.

### (tool) RECOGNITION AS REWARD

Participation is recognised as a valid and praiseworthy contribution to the city, developing skills and building capacity.







TOOL



MOBILE POP-UP ENGAGEMENTS

*(place)*

## MOBILE POP-UP

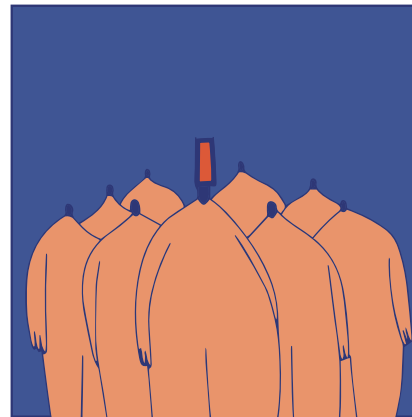
A temporary space that can be set up in different locations, to bring engagement closer to citizens and remove barriers that might stop them from taking part.

*(role)*

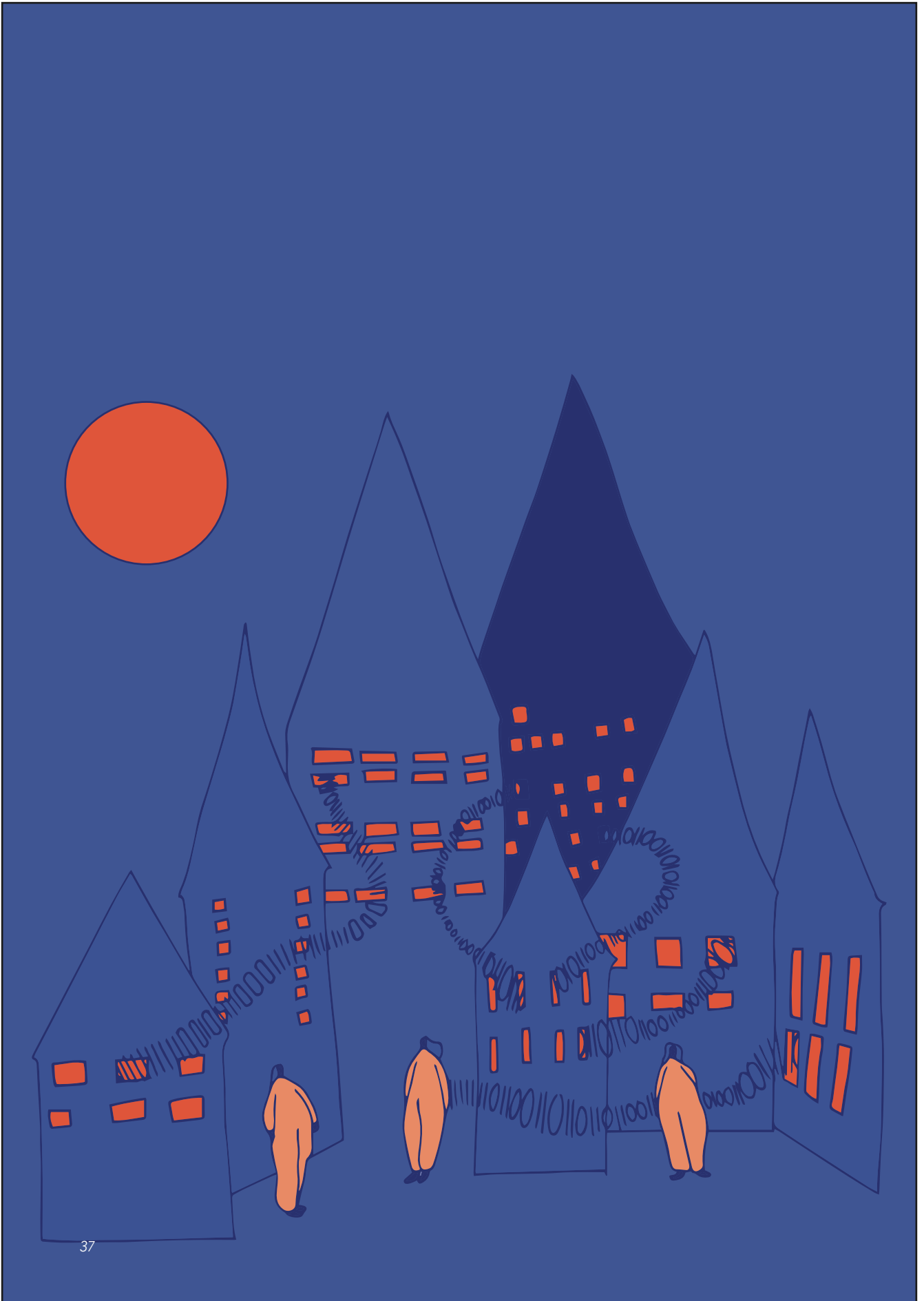
## NEIGHBOURHOOD REPRESENTATIVE

A person who works within communities to encourage new deeper relationships at a local level with the aim to stimulate participation and provide people with a voice.

ROLE



NEIGHBOURHOOD REPRESENTATIVE





## DIRECTION 3

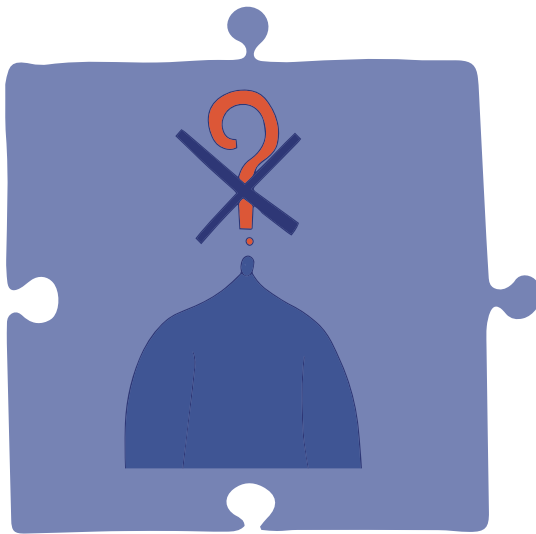
# A Glasgow that is transparent in its governance & data use

This future remodels forms of governance away from top-down, silo structures, towards an environment that is open and welcoming of its collaborators. Visibility and honesty about decision making structures builds trust in local governance in a way that is encouraging of its successes, and supportive of shortcomings and challenges.



# A Glasgow that is transparent in its governance & data use

## VALUES & RECOMMENDATIONS

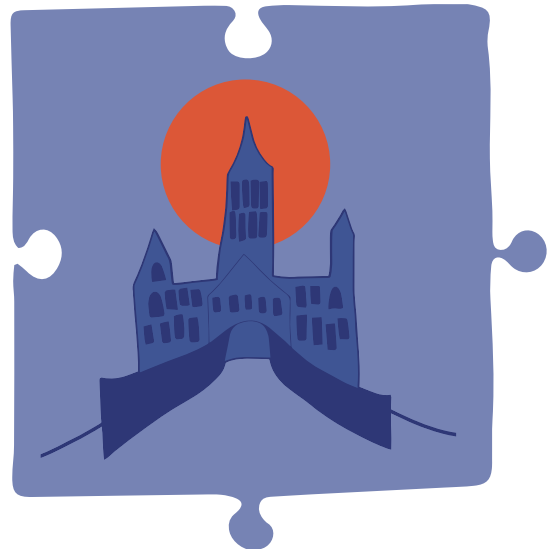


### **Awareness**

Being informed and having knowledge of a particular subject.



Explain the purpose of a decision at the point of interaction, in a quick and straightforward way.



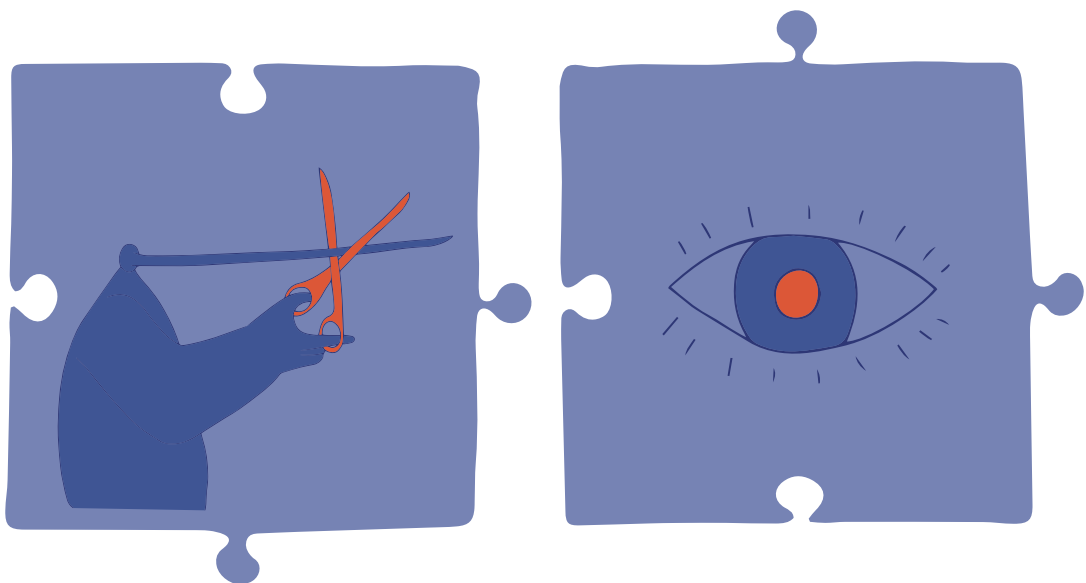
### **Accessibility**

Making outcomes understood and usable for as many people as possible.



Translate jargon to co-create a common language that is understood equally by all.





### **Honesty**

Telling the truth and being sincere.



Create an environment of open and honest dialogue at neighbourhood level so that problems can be understood and solved together.

### **Visibility**

Being able to be seen and noticed easily.

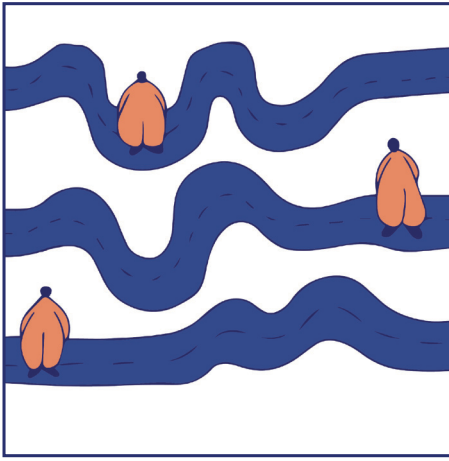


Council should be more visible within communities and an active and empowering member of local neighbourhoods.

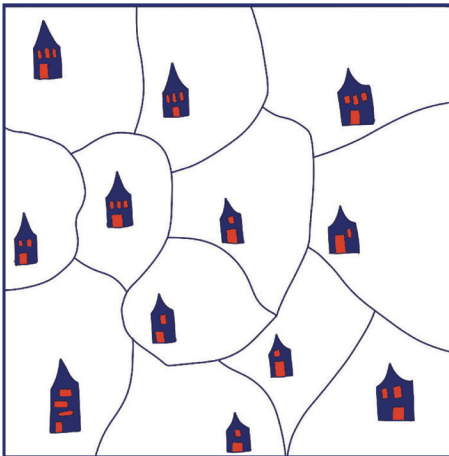




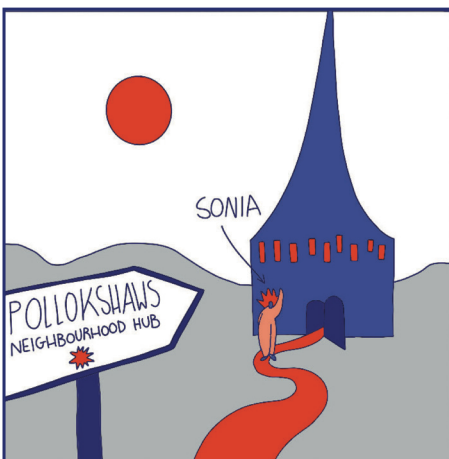
## A STORY FROM THE FUTURE



1. Neighbourhood-led innovation has an increasing importance in Glasgow, from civic participation to empowering communities with ownership of local decision making and problem solving. While traditionally council buildings were highly centralised and composed of hierarchically organised departments, new ways of working are being tried out to build better relationships with neighbourhoods.

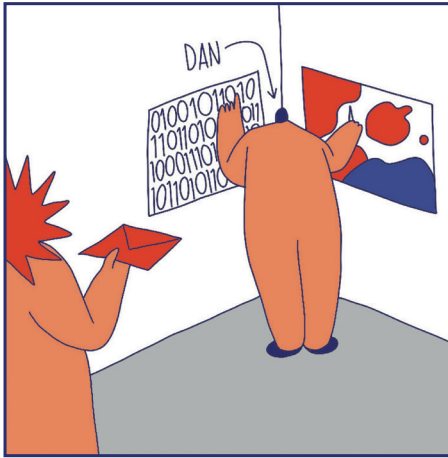


2. Neighbourhood Council Hubs are sites that are present within different locations of Glasgow. Imagine one central building being split up into different working office hubs. They attempt to bridge the gap between the policymakers and citizens, by bringing the council physically closer to the people they serve.

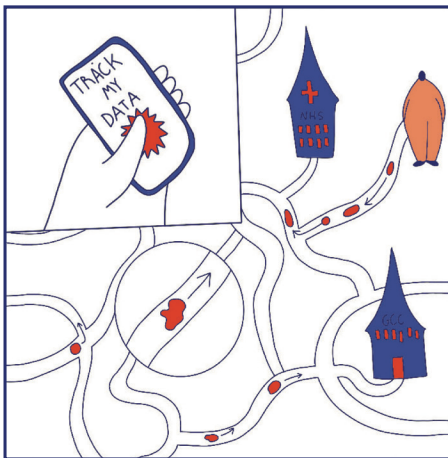


3. Sonia is an official who works in Community Development, and she finds it more meaningful and efficient to work in the Neighbourhood Council Hub and be embedded within her field. Through her work, she develops the enthusiasm to empower communities with knowledge of how the council operates and how they use citizens' data.

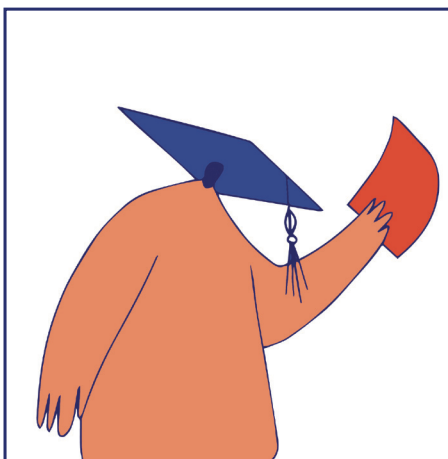




4. She works closely with Dan, who is a Data Translator for the council. Dan ensures that citizens and the council stay up to date with data knowledge, whether it is a complex report on understanding child poverty in Glasgow, Participatory Budgeting implications or comprehensive Terms and Conditions of data usage. He translates technical jargon into stories that can be easily understood and accessed by all.



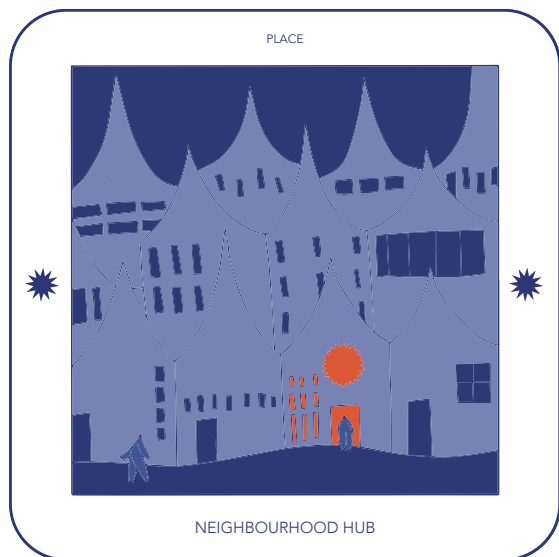
5. It motivates citizens to download and use the Track my Data platform to create a single digital ID for their personal data. It gives them an overview of where and how their data is shared with government projects. It also gives them autonomy and choice over which projects they want to share their data for. The better the awareness of data usage they have, the more confident they are in using the platform.



6. Enabling transparency through data storytelling means that citizens are better equipped with the knowledge to make informed choices about outcomes that would impact their lives. This awareness coupled with closer relationships with council members helps build trust in local democratic governance.



## HIGHLIGHTED ASSETS:



*(place)*

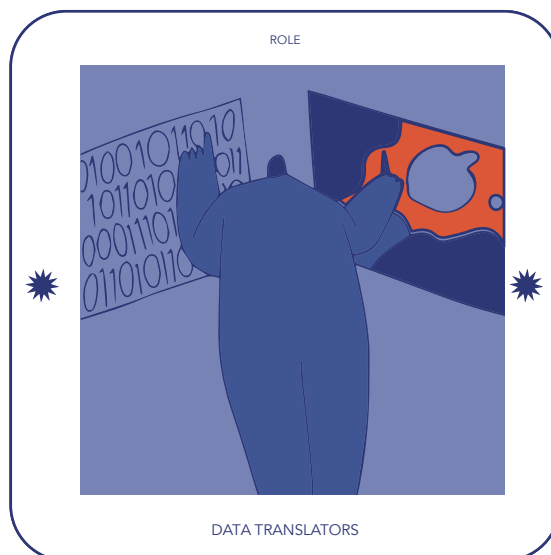
### NEIGHBOURHOOD HUBS

Sites that are present within different locations of Glasgow that build better relationships with the people they serve, like one central building being split up into different working office hubs.

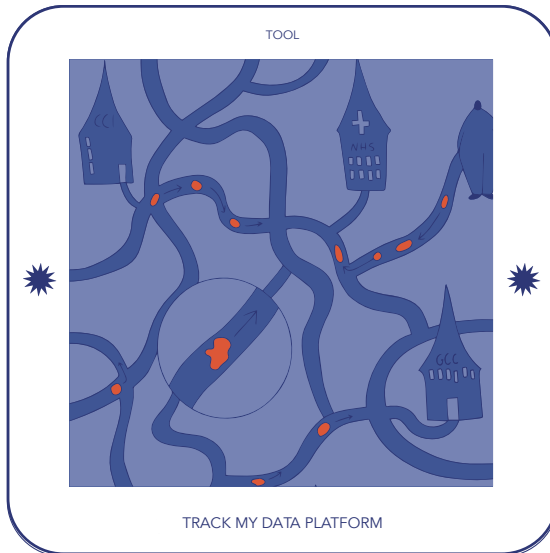
*(role)*

### DATA TRANSLATOR

A person who can translate insights from data into accessible, meaningful stories for both citizens and the council to understand.







(tool)

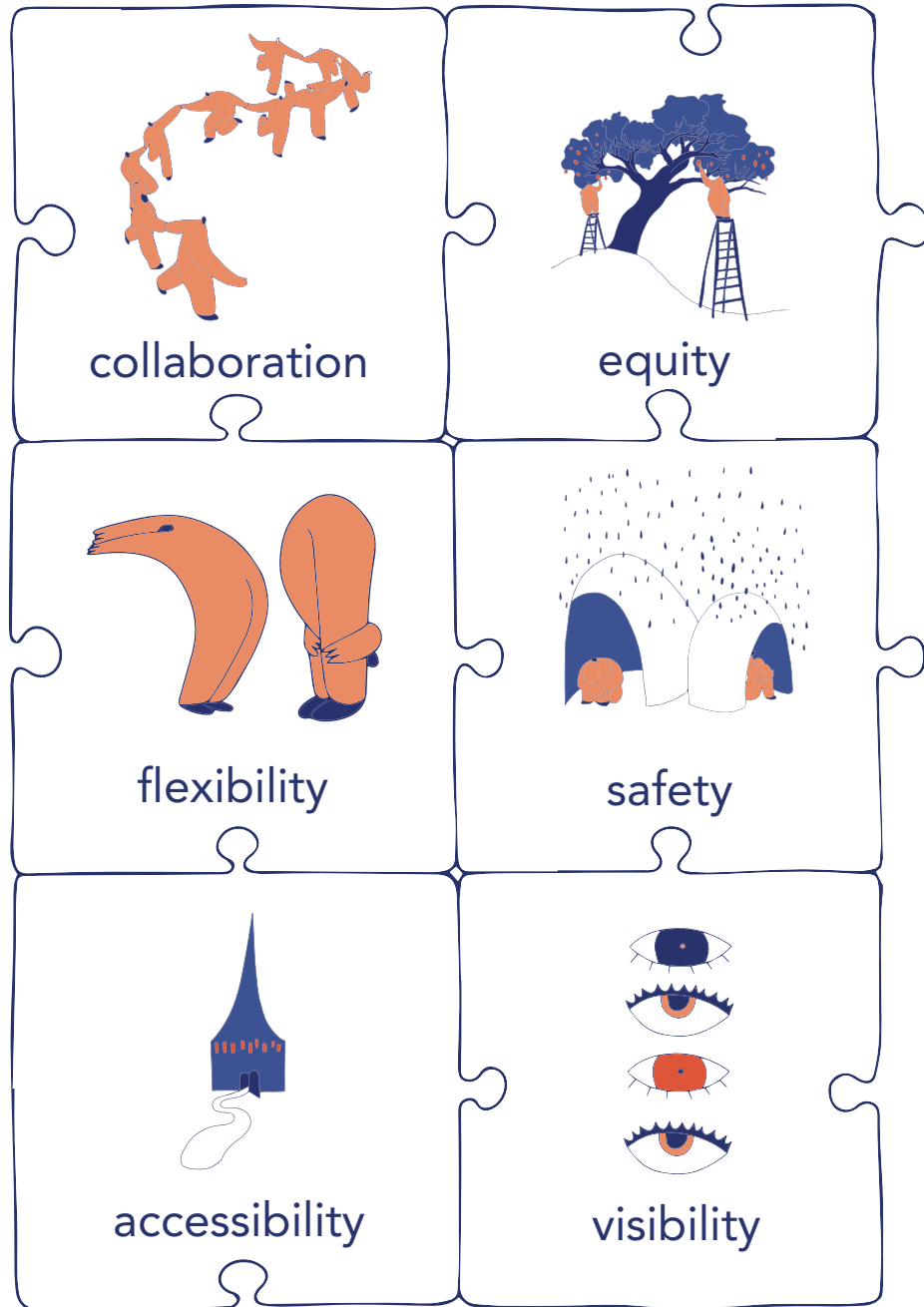
## TRACK MY DATA PLATFORM

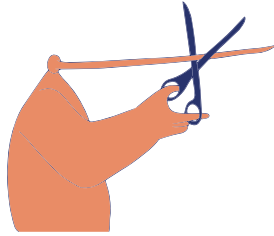
A common online platform like a digital ID for citizens to manage their personal data, and for the council to request access to it for different projects.

***These assets are examples of how the council and the CCI might bring our recommendations to life. Like pieces of a puzzle, all components come together in multiple ways to form a narrative and build futures of trust, inclusivity and transparency.***



# Values of Glasgow in 2032





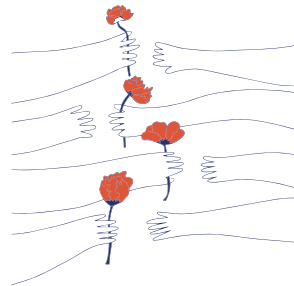
honesty



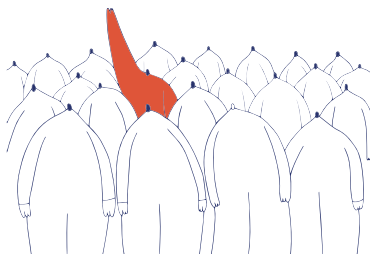
integrity



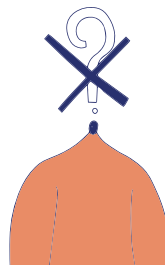
receptiveness



reciprocity



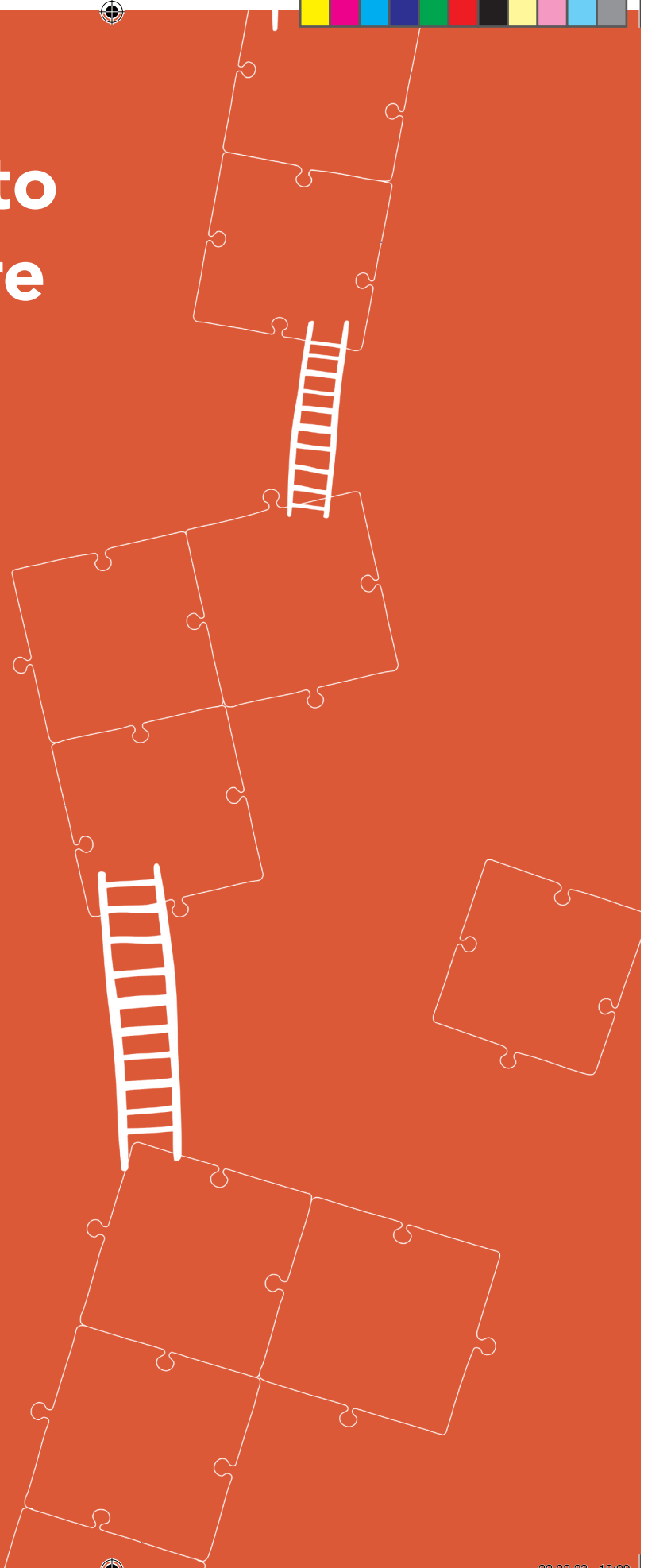
accountability



awareness



# Journey to the Future





# Roadmapping Tool

Every future vision needs a strategy of how to get there. We use a roadmapping tool to tell the story of how our project fits within strategies being developed across the city.

Usually a roadmap lays a static path to the future, along a linear timeline. Since cities and plans are constantly changing, and at different paces, we structured our roadmap as a tool to build the journey to the future. It reflects iterative practices where loops of learning and growing create cumulative impact at a systemic level.

***"I really like the ideas behind this tool. I see huge potential for us to use this to communicate in a common language that removes the need to talk about design and focuses more on a collaborative journey to a desired future outcome."***

**Stevie McGowan**

Project Partner Lead, Design Lead, CCI.



# Changing Cultures of Working

The roadmapping tool highlights how traditional ways of working can benefit from design-led innovation.

## **Traditional Ways of Working**

In our research we found that traditional ways of working within the Council are often focused on delivering solutions. This can create barriers for experimentation, learning and reflection.



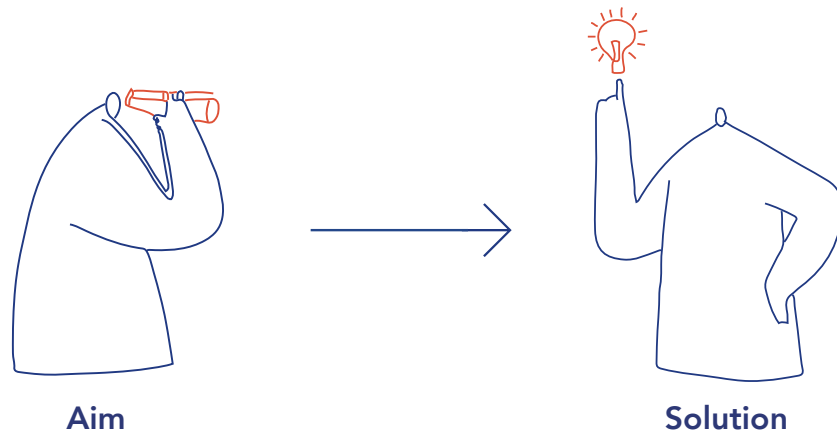
## **Design-led Innovation**

Design-led innovation follows the stages of an iterative design thinking process. It allows for risks to be identified early, decisions to be informed through learning, and plans to be scaled with confidence.

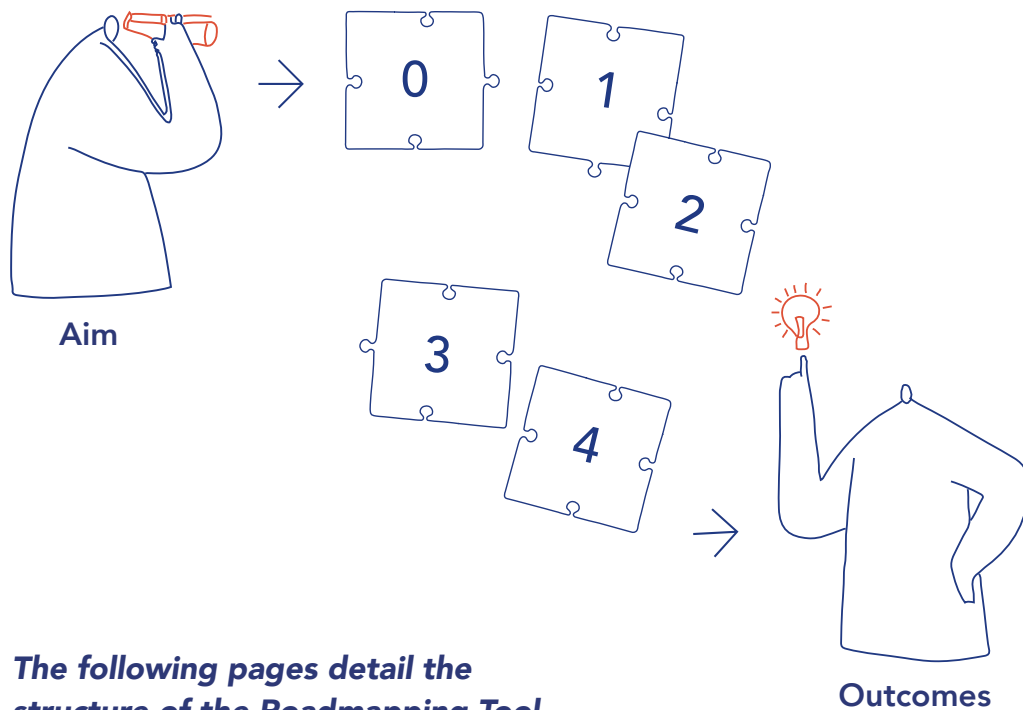
Our proposition is that this design-led approach is more embedded in the council's ways of working with citizens, policymakers and wider stakeholders, in a way that highlights the CCI's design practice.



## TRADITIONAL WAYS OF WORKING



## DESIGN-LED INNOVATION



***The following pages detail the structure of the Roadmapping Tool and provide an example of storytelling using a past project by the CCI.***





## STAGE 0

Get ready:  
The starting point

## STAGE 1

Discover:  
Understand

## STAGE 2

Test: Quick  
immediate actions

### Aim of this stage

Research to understand the project and its context.

### Key activities

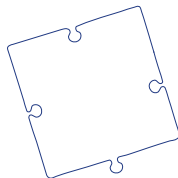
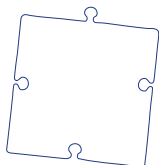
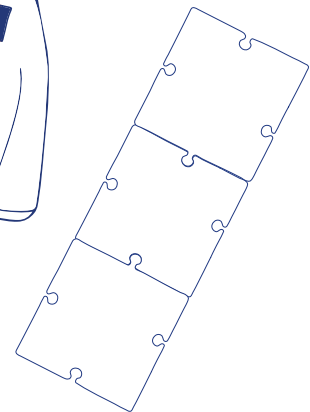
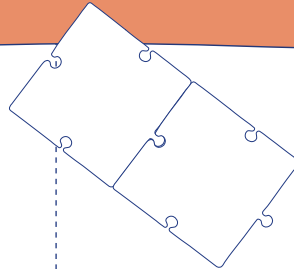
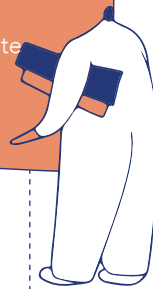
Define short term aims which help to reach the bigger strategic aim.

Analyse and formulate insights to create opportunities based on research evidence.

### Reflect

How to tell a story in order to communicate the research?

1



### Aim of this stage

Create quick concepts and prototype ideas.

### Key activities

Define short term aims which help to reach the bigger strategic aim.

Do pilot interventions and test first prototypes:

### Reflect

Which ideas have potential to be developed further?

2

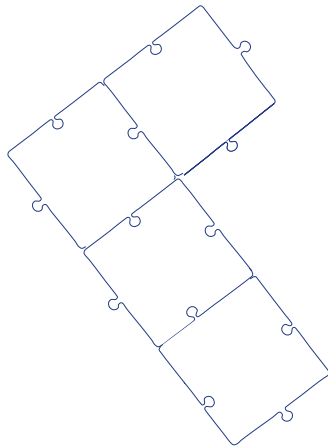






## STAGE 3

Learn: Test promising ideas



## STAGE 4

Scale Up: Develop towards established structures

### Aim of this stage

Develop a system that fits within existing systems and lives on.  
Compare the initial goals with the final outcome in order to measure their success.

4

### Key activities

Communicate the outcomes and feedback to key stakeholders.  
Scale the ideas to become systems.  
Define needed actions in order to make the project sustainable.

### Reflect

What works and what needs to be improved?  
How can the idea be further developed?  
How can the idea become "business as usual"?

If the ideas are promising and coherent, develop them further.  
If the ideas need improvement, step back, iterate and retest them.  
If the idea has no potential to be developed further, archive it and reflect on the reason of failure in order to learn from the outcome.



Aim of this stage  
Learn, test and improve the developed ideas.

3

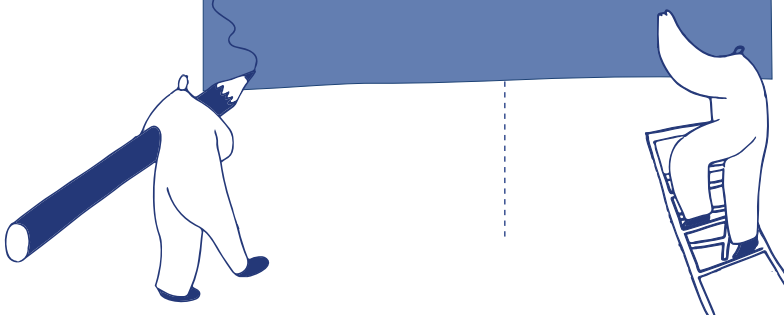
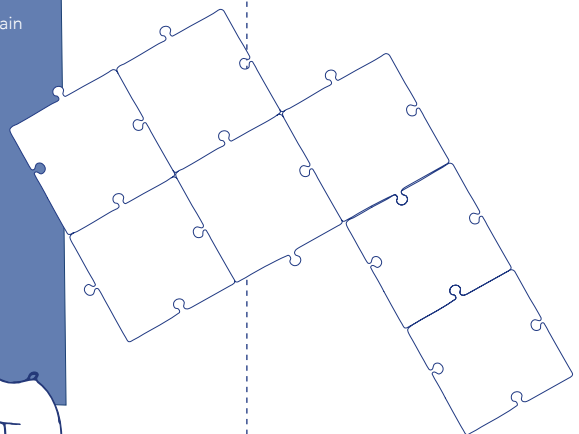
### Key activities

Define short term aims which help to reach the bigger strategic aim.  
Test ideas and co-design with key stakeholders.  
Identify opportunities to develop promising ideas and sustain them in the future.

### Reflect

What works and what needs to be improved?  
How can the idea be further developed?

If the ideas are promising and coherent, develop them further.  
If the ideas need improvement, step back, iterate and retest them.  
If the idea has no potential to be developed further, archive it and reflect on the reason for failure to learn from the outcome.





## STAGE 0

Get ready:  
The starting point

**Strategic aim:**  
Create safe, clean and thriving neighbourhoods

**Value and impact:**  
Inclusion & flexibility

**Grand challenge:**  
Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

1

Kick off meeting of the CCI with the members of Transforming Communities Glasgow to bring the most important stakeholder together. Agree on a common strategic goal and directions of the project.

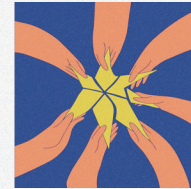
2

Agreement on a common strategic goal and directions of the project. Defining what needs to be achieved and how, as well as who needs to be engaged with.

**CF recommendation**  
Council and citizens collectively create shared vision and values.



Open call



Co-designed metrics of success

3

Co-design an engagement method fitting to the project.

4

Research on local and global inspiration, how others had engaged communities for similar purpose.

## STAGE 1

Discover:  
Understand

**CF recommendation**  
Decisions are made at neighbourhood level with regular scrutiny from local communities, supported by transparent data and clear and consistent communication

## STAGE 2

Test: Quick  
immediate actions

5

Conducting a training session to better understand the Place Standard Tool in order to understand how it can be adapted to the project.

6

Co-designing engagement sessions with the TRA and shaping a common plan forward informed by each stakeholder.



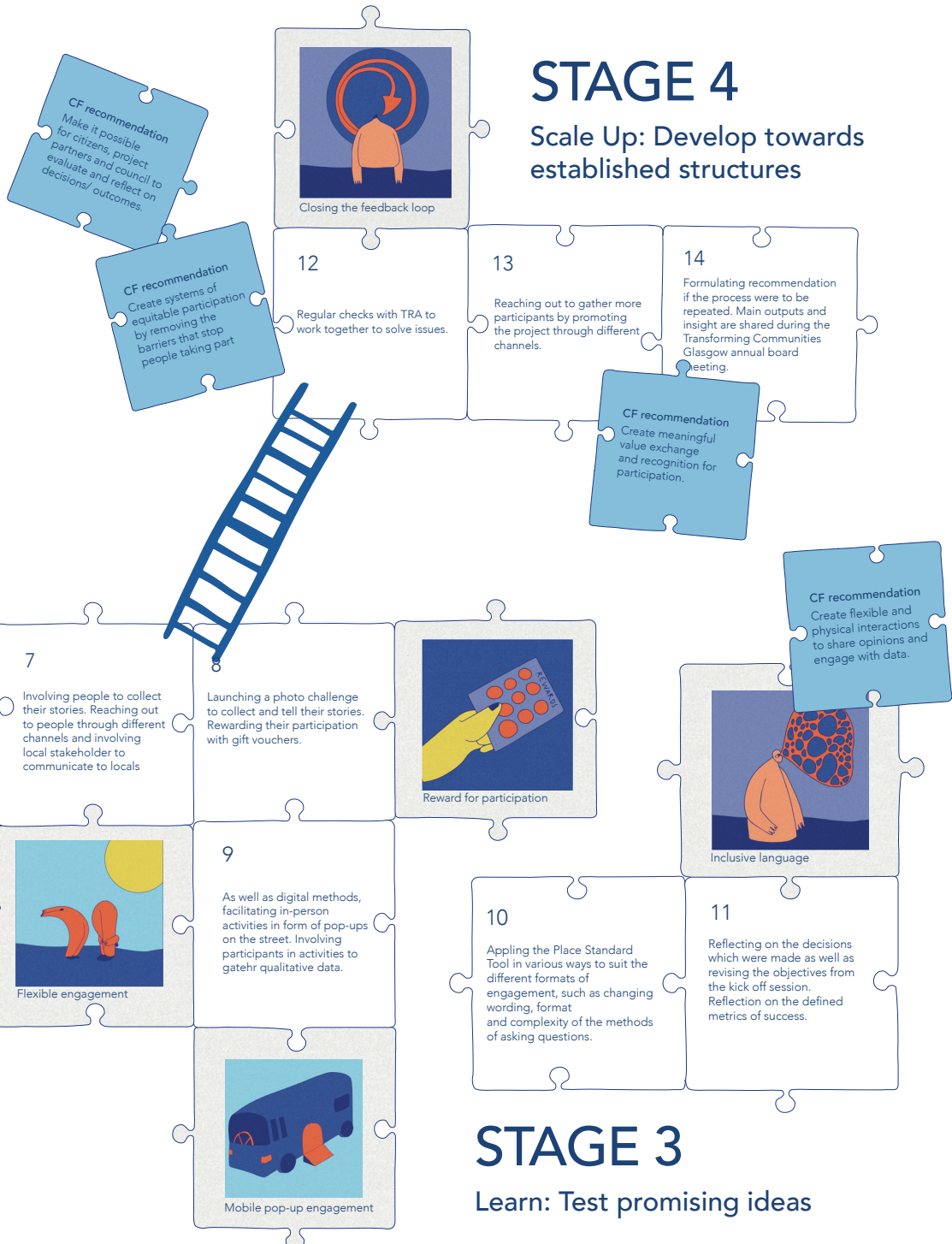


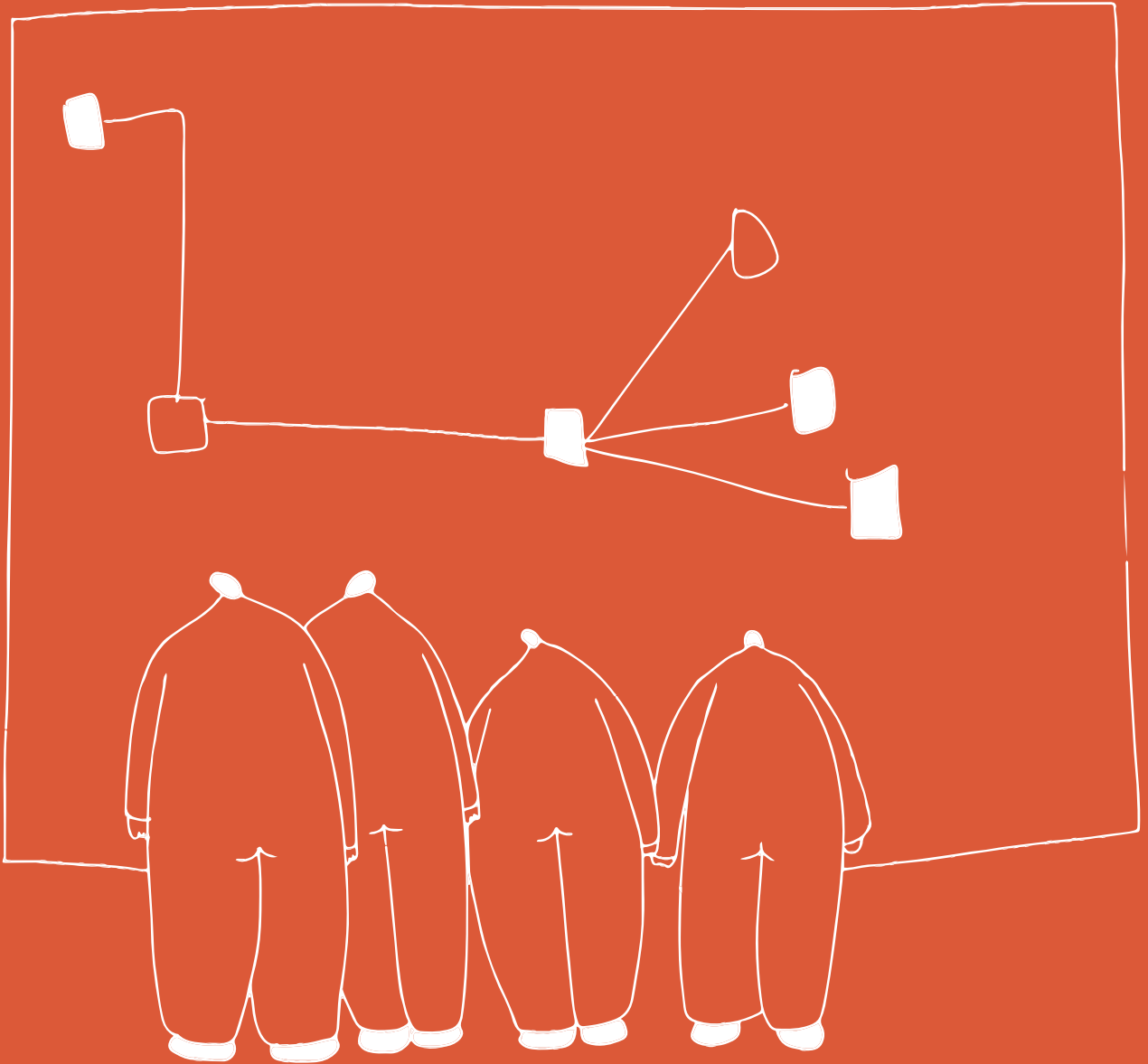
# Transformational Regeneration Area (TRA) Evaluation Project

Telling the CCI's Transforming Communities Glasgow project story

## STAGE 4

Scale Up: Develop towards established structures







# Who this is for

We have identified different use cases for the roadmapping tool, along with our project partners. This tool can support teams to prototype a strategy, communicate it to wider collaborators, implement and evaluate it, and iterate. It brings everyone to the creative table, and sets a common language to build design capacity in those who may or may not be familiar with design methods.

## For the CCI

It is most useful as a storytelling tool for projects to provide evidence for design thinking and to showcase the CCI's design-led process for the wider city.

## For the council

It can be used as a planning tool for guidance at the start of projects, to reflect on past projects, and provide evidence for design thinking. It is also valuable as a communication tool to be used with other stakeholders.

***"I can't wait to show this to the council."***

**Pamela Rennie**

Policy & Governance Officer, Glasgow City Council.

# Positive Impact

Design for the future should only have one goal—positive impact. Societal problems are complex, ambiguous, difficult to articulate and have no single or easy answer.

In response to them, our innovations are thoughtful in designing for the long term and supporting a more inspired and participatory city. Considering the needs of citizens as well as key collaborators, impact can be traced at different levels.





# For citizens

- \* **Knowledge and awareness**  
of how the council works, to make decisions with confidence.
- \* **Opportunity to make change**  
in an environment that proudly welcomes their unique, individual perspectives.
- \* **Improved quality of life**  
for individuals and communities, through engagement with data-based decision making.





## For the CCI

- \* **Building design capacity**  
for citizens, policymakers and stakeholders to work together.
- \* **Compelling narratives**  
through future scenarios that deliver positive change and advocate for co-design.
- \* **New roles, places and tools**  
that are fit for purpose and adaptable to changing strategic priorities.

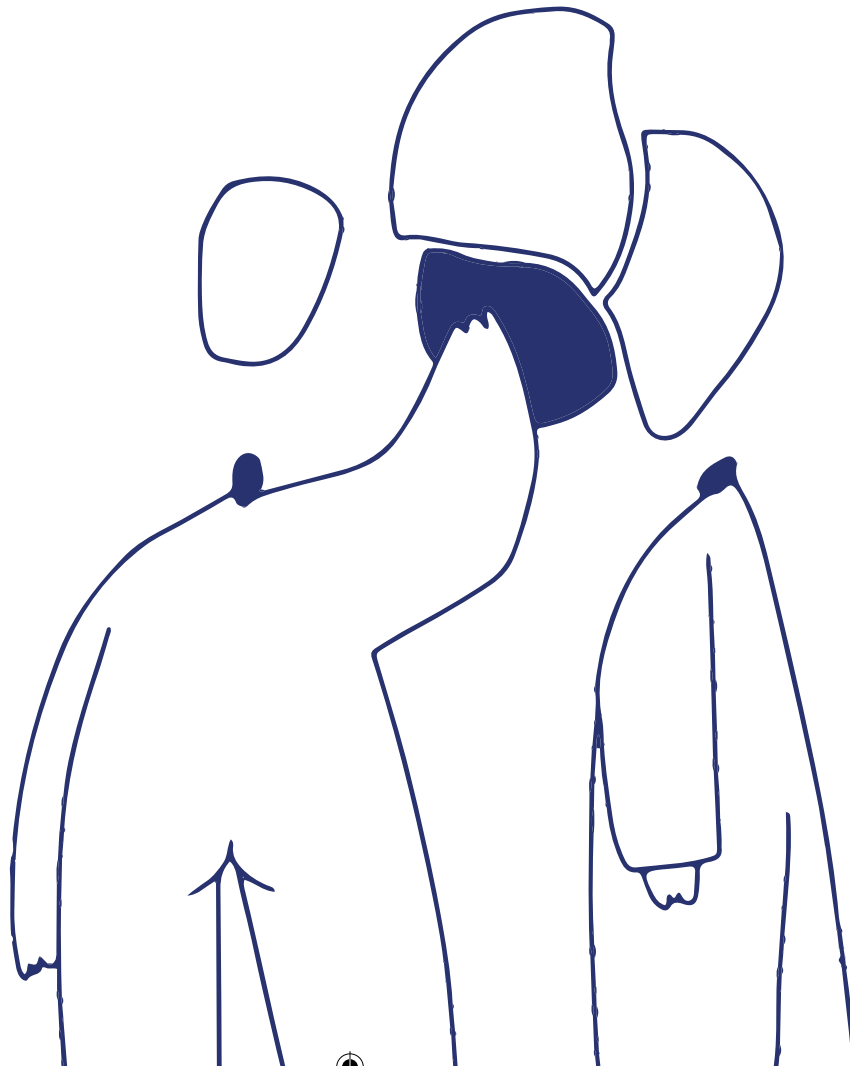






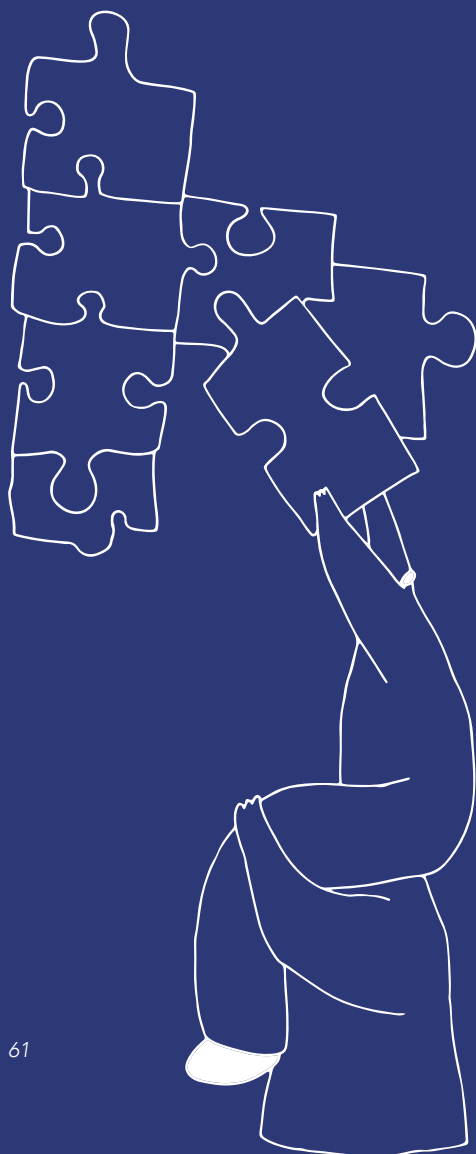
# For the council and stakeholders

- \* **Deep understanding**  
of citizens' needs and desires, enabled by co-created future experiences.
- \* **Design-led and collaborative working**  
that brings different levels of people working towards common goals.
- \* **Wider participation**  
supported by flexible engagement options and deeper relationships with the city's full range of diversity.



# Value of Design

Design as an approach is acknowledged widely as a creative way to solve problems and enable the development of citizen-centred services from the offset. However, better civic experiences take more than just great design teams to realise them. They rely on collaboration across disciplines– from innovators to policymakers, to citizens, data scientists and beyond.





# We found value in

## **Building relationships from the start**

Continuous collaboration with key experts provided us breadth and depth of knowledge and a firm ground to test our ideas. Co-design practices helped review each stakeholder's priorities.

## **Research with intent**

Exploratory research helped us consider wider societal influences to inform our next steps, with the purpose of discovering the right challenges and opportunities that would deliver the most impact.

## **Immersive storytelling experiences**

Quick, speculative prototyping and storytelling through immersive visuals proved to be a powerful tool for communicating the lived experience. It united and engaged stakeholders to step into the shoes of citizens and other future roles.

***"One of the main highlights from this year's project was the co-design of new tools and methods that the team at CCI can use alongside stakeholders to help create a shared vision that we can all work towards. The language used builds on the CCI's ambition of creating a common language to which people can relate to whilst the powerful images that have been developed will help us to tell the story on the steps required to get to our desired future."***

**John Campbell**

Development Officer, CCI





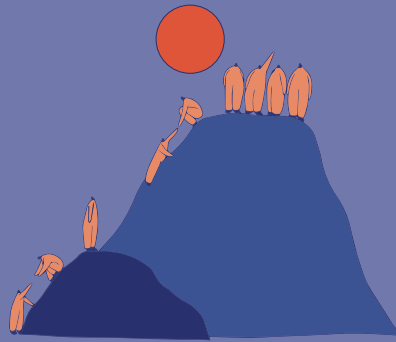
# Join us on this Journey of Building our Future Together

Glasgow is facing multiple challenges now. We cannot predict uncertainties of the future, but we are certain that our design-led and collaborative approach helps create a better understanding for the short, mid and longer term. It enables everyone involved to make more informed decisions about where to move next.

For more information about the details of this project, please reach out to:

**John Campbell** (Development Officer, CCI) at [JohnAC.Campbell@glasgow.gov.uk](mailto:JohnAC.Campbell@glasgow.gov.uk) and

**Kirsty Ross** (Academic Lead, Innovation School, GSA) at [K.Ross@gsa.ac.uk](mailto:K.Ross@gsa.ac.uk)



**"We are called to be architects  
of the future, not its victims."**

Buckminster Fuller

**INNOVATION  
SCHOOL  
THE GLASGOW  
SCHOOL OF ART**

**CENTRE  
FOR  
CIVIC  
INNOVATION**

