Making local decisions on the Neighbourhood Infrastructure Improvement Fund

A model for participation in local neighbourhoods



Open Government Partnership

Winner of The Inspirational Reform Award at the 2023 Global Open Government Awards

CENTRE FOR CIVIC INNOVATION

Glasgow CITY COUNCIL

Contents

- Working with the Centre for Civic Innovation
- Project background & brief
- Co-designing the system
- Prototyping the system
- Impact
- Recommendation for the system
- Recommendation for the next phase
- Recommendation to scale up across the city





Working with the Centre for Civic Innovation

The Centre for Civic Innovation is a pioneering citizen-centred design team within **Glasgow City Council**.

To help understand people's values, attitudes and behaviours towards local and city-wide policy and services, the team use a range of skills and methods including design thinking, creative problem solving, service design, co-creation, and data science.

Our work is focused on developing the ecosystems to deliver on the four grand challenges of Glasgow's Strategic Plan:

- Reduce poverty and inequality in our communities;
- Increase opportunity and prosperity for all our citizens;
- Fight the climate emergency in a just transition to a net zero Glasgow;
- Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities.

As a creative collective, the team focuses their expertise on empowering our colleagues, partners and communities by working in partnership with them to find new, innovative, local and citywide solutions that create a Glasgow where all lives are better and people and planet are the priority.

Key Achievements

Our radical civic strategy and social innovation work saw Glasgow recognised by Bloomberg Philanthropies as one of **50 Bloomberg Champion Cities**

Glasgow has the **most accurate picture on Child Poverty of any city in the United Kingdom** through our design-led data work

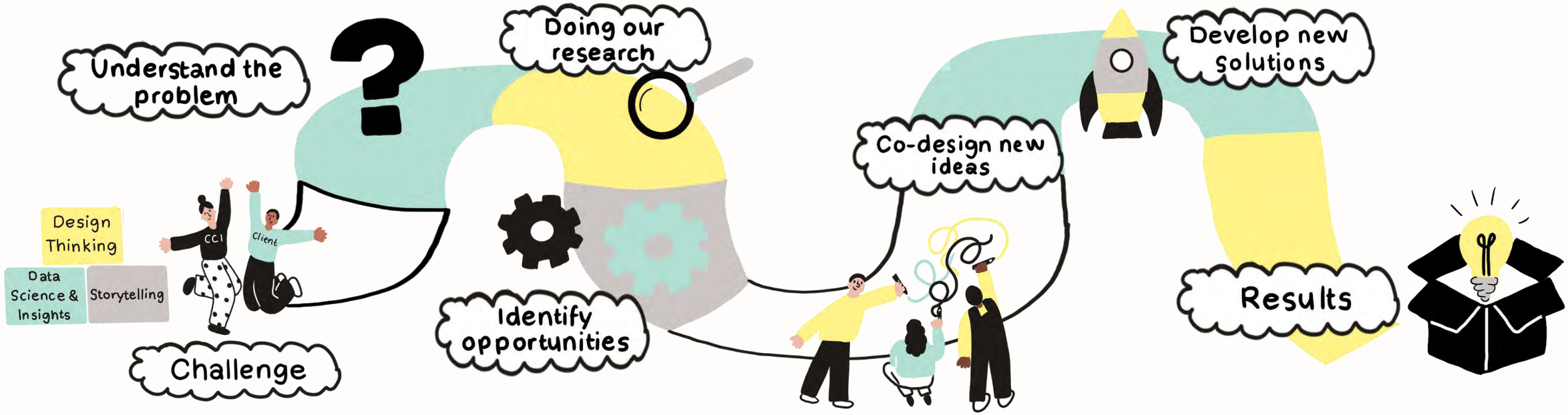
Led nine cities across Europe to **co-design a set of key principles and policies to end homelessness in Europe**

Collaborative Futures GSA research programme is an **"international case study for world-class service design"** and has been shortlisted in the **Scottish Design Awards**

Professor Lucy Kimbell, Director, Social Design Institute, University of the Arts London, **describes our work as "world leading"**

How we do it

Our work addresses city challenges and complex problems to find new and innovative ways to make a difference to our citizens. The **key stages of our approach** are:



We create joint project teams with clients to **enable the exchange of knowledge, ideas and skills** throughout.

By working openly and collaboratively, we bring people, skills and knowledge together. We empower everyone to contribute and **co-design new ideas to address our challenges.**

We use **design thinking, research and data science** to look at things differently, understand the current challenges and imagine a different future **in order to help solve complex problems.**

Our **design led methodology allows collaborative work across services and partners** to draw on a wealth of knowledge and expertise. **We use our storytelling expertise throughout this process.**

Background & Project Brief



The initial ask

Co-design Citizens' Panels in every Ward of the city

The Scottish Government made a commitment for all local authorities to spend 1% of their budget in a participatory way.

We were approached by Glasgow Community Planning Partnership to be involved in the initial research and engagement phases of a project to deliver co-designed Citizens' Panels in every Ward of the city.



Download a copy:
www.ociglasgow.org/downloads/citizenpowerexec.pdf

It was hoped that introducing Citizen's Panels would result in **increased levels of participatory democracy** and **devolved decision-making to the lowest level in the city's governance**.

HOWEVER...

Our Citizen Power research and report identified that Citizen's Panels would not be the right model to deliver these results at this time in Glasgow.

In Glasgow, we look at citizen power as a redistribution of power that enables all citizens to be **heard, included and in control of the things that directly affect their lives.**

We place special emphasis in Glasgow on the redistribution of power at neighbourhood level. People should be at the heart of decisions and drive the things they care about.

WE CONCLUDED THAT...

The idea of Citizens' Panels is a sound one and is recommended in the Open Government strategy.

The problem we have in Glasgow is that we haven't clearly defined what we mean by a Citizens' Panel and why we want to have them. What will they do and will a traditional panel be the best way to do that? Who will take part and how will they do that?

We need to understand how this will fit in the current model of citywide and local decision-making.

We need to understand if people are actually interested in being a part of it and how this might work in practice.

Finally, we need to understand how Citizens Panels will be administered. Will they require to be staffed and will there be a training requirement?

Until we know the answers to these, and many other questions, it is clear that this exercise will fail or deliver another ineffective layer on top of what we currently have.

Re-framing the ask

The Neighbourhood Infrastructure Improvement Fund

A consistent and joined-up system that listens to and actions what people want and need currently doesn't exist.

Through several co-design workshops with strategic leads in Community Empowerment and Equalities, we framed a new challenge statement signed off by elected members:



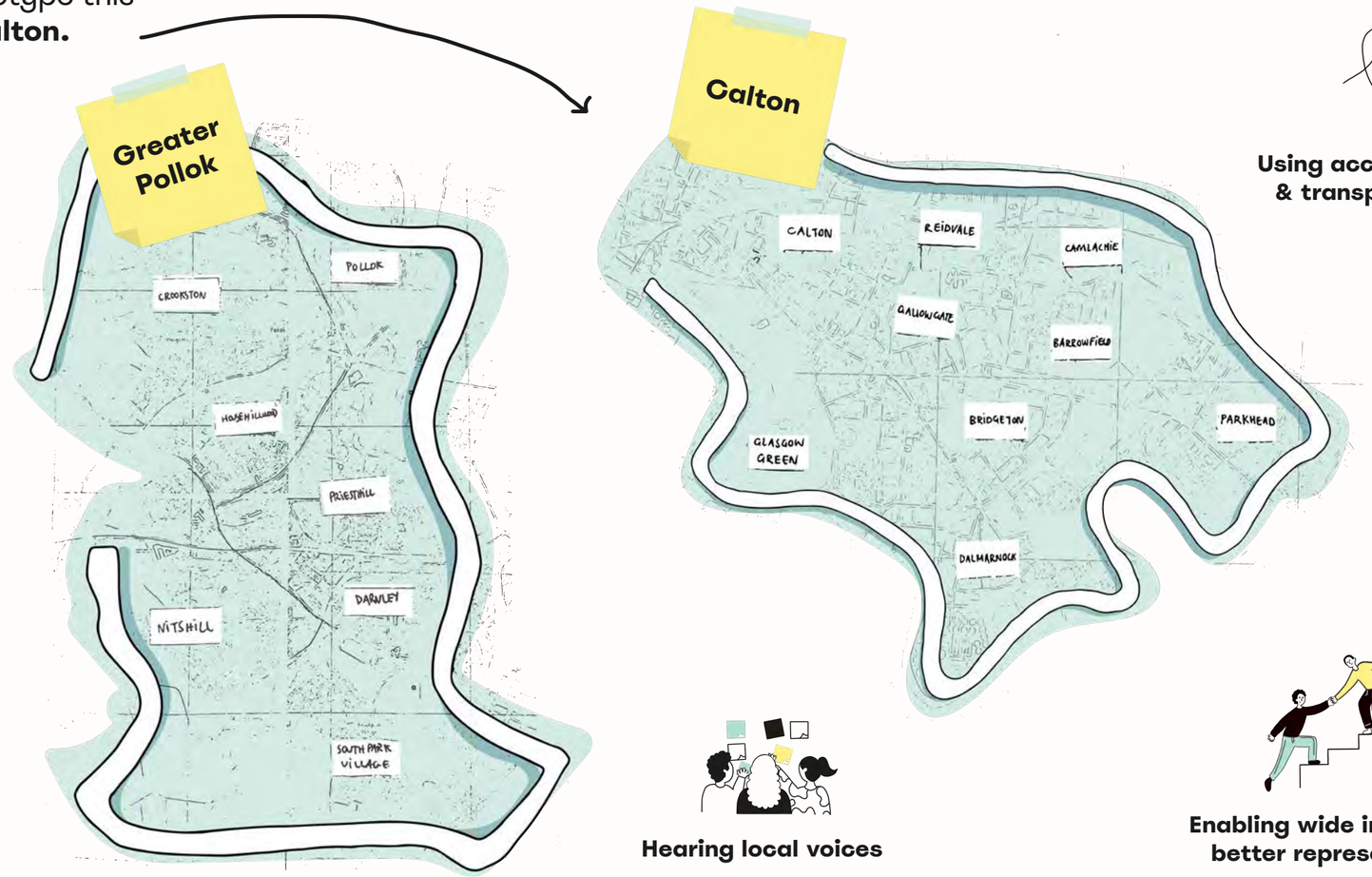
"Co-design a system which allows Area Partnerships to make decisions on how the Neighbourhood Improvement Infrastructure Fund is spent based on the opinions of as many local citizens as possible."

City Government

Re-framing the ask

The Neighbourhood Infrastructure Improvement Fund

We set up to co-design and prototype this system in **Greater Pollok** and **Galton.**





Transferring power

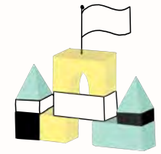


Understanding local priorities

Hearing local voices



Using accessible, creative & transparent methods



Celebrating and building on what's good

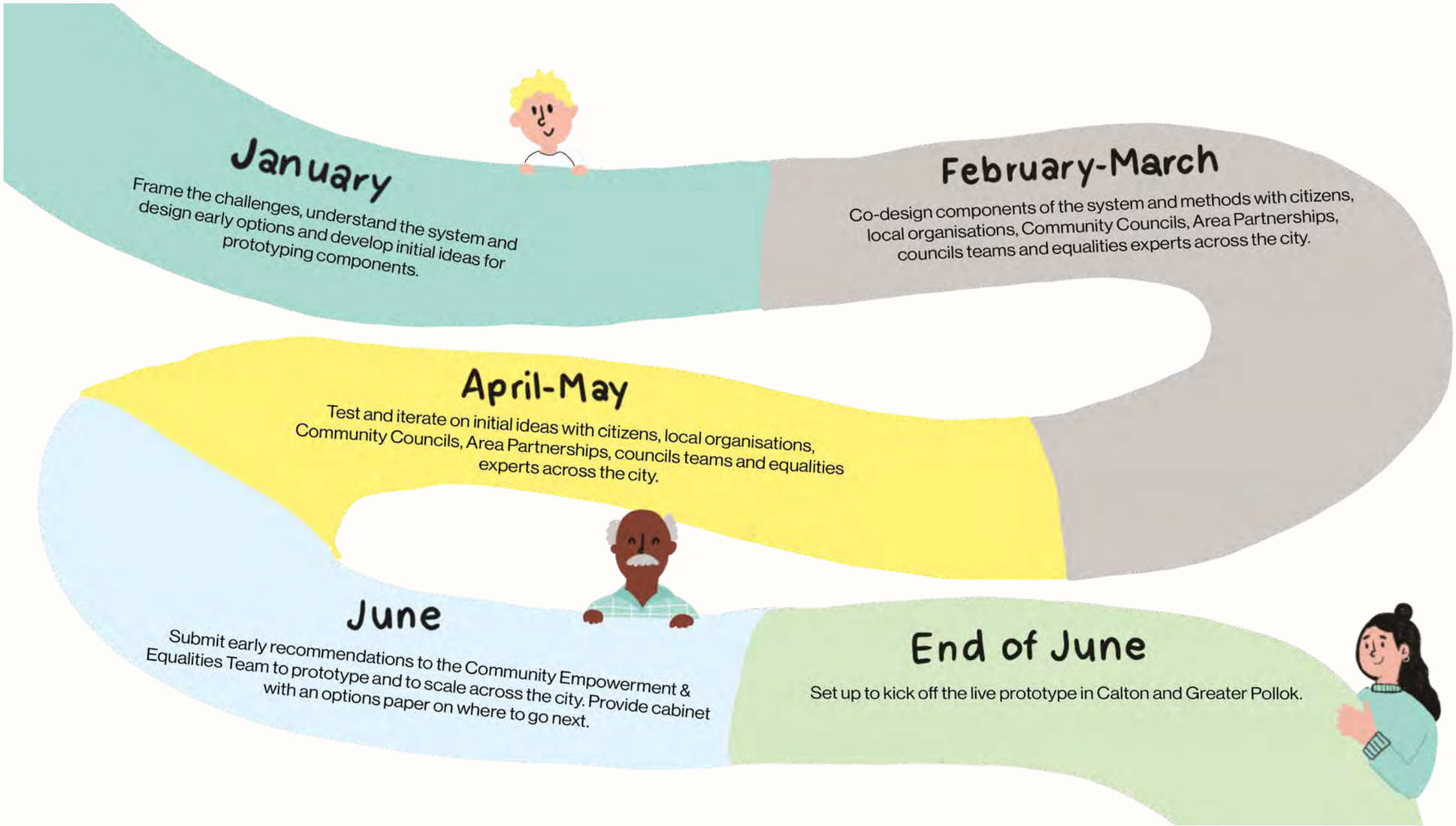
Enabling wide inclusion & better representation

Co-designing the system



What we did...

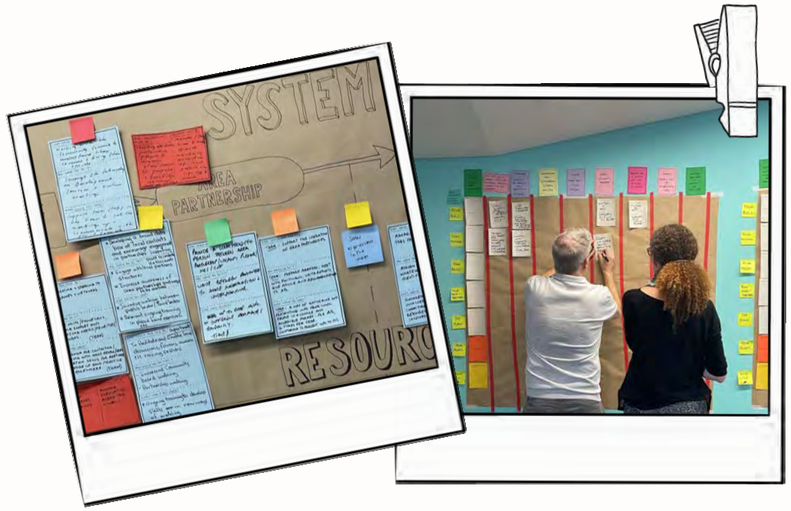
A high level timeline



What we did...

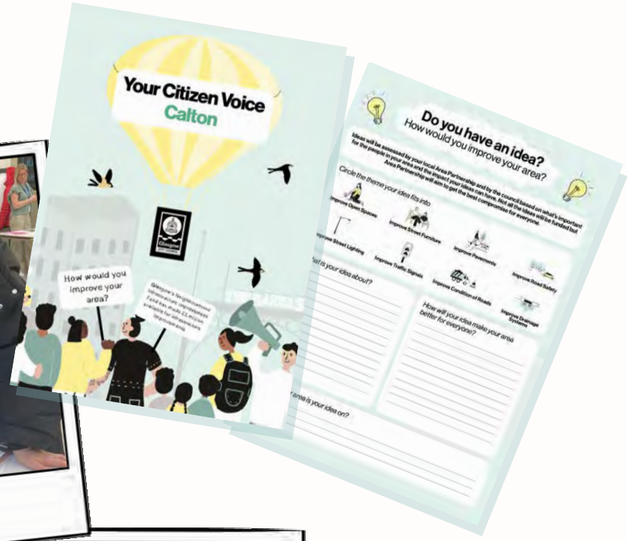
Co-designing the system and the methods

We researched the fund and how other cities have spent it and we co-designed the system and the methods.











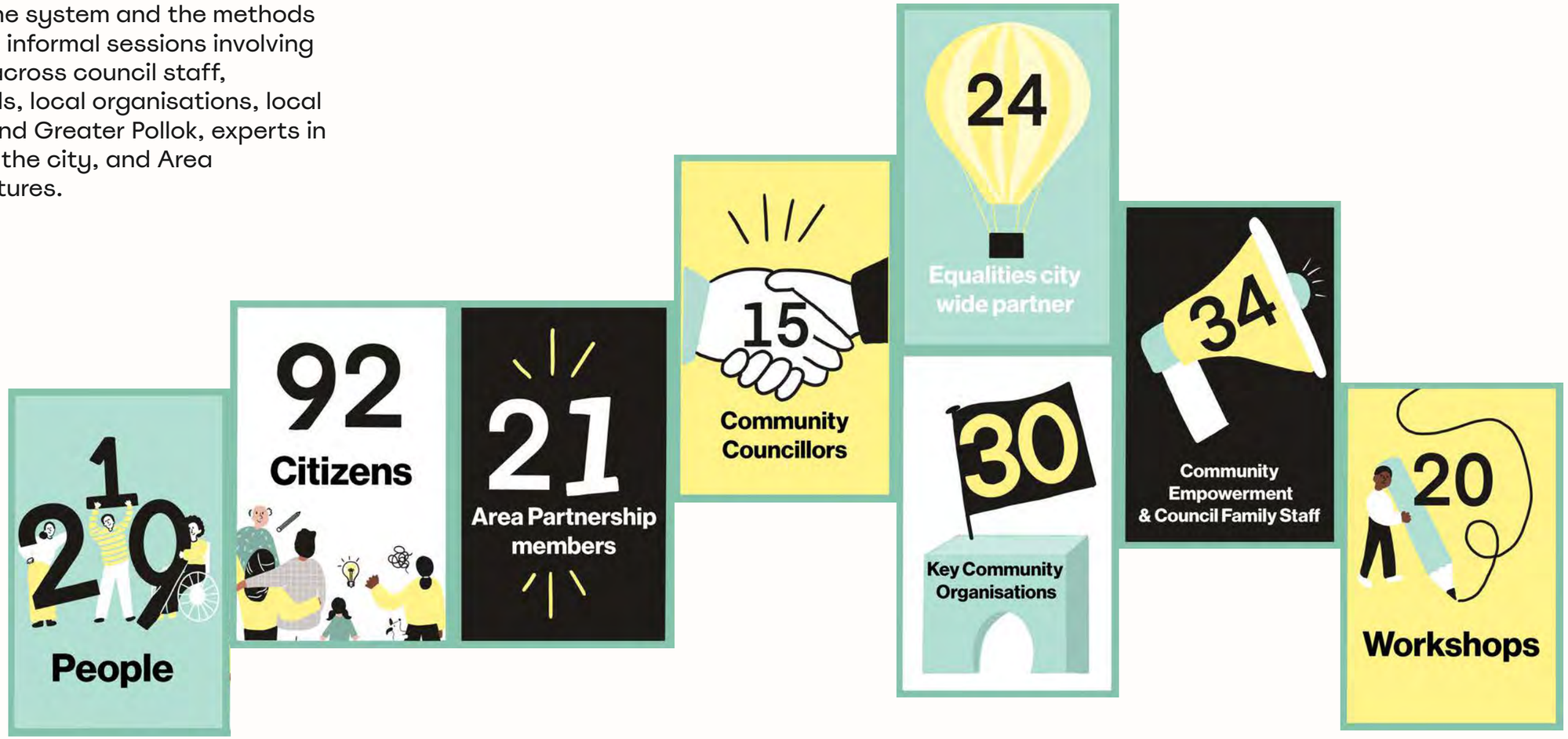




What we did...

Co-designing the system and the methods

We co-designed the system and the methods during 20 creative informal sessions involving over 200 people across council staff, community councils, local organisations, local people in Calton and Greater Pollok, experts in ‘equalities’ across the city, and Area Partnerships structures.



We asked...

How do people feel in relation to the Fund?

What should the materials and methods look and feel like?

What can and can't the fund be spent on? And who is responsible for it?

How do the Fund themes match with NRS Services?

How can Area Partnership members be involved and supported?

How do citizens want to be involved and give their opinions?

What do we need to consider from an equalities and inclusion perspective?

How might the system work and what roles and resources will be required?

What needs to be done internally to support the system?

Do local groups and existing structures want and can be involved and how might they support?

Where do local groups, council teams and governance structures see themselves in this system?

We learned...

In relation to citizens

Citizens are passionate about being involved in decision-making that impacts their neighbourhoods and communities.

We need to enable and trust communities to imagine the future they want to see.

The majority of people who took part in our sessions told us they cared about having a say in the Fund - despite almost everyone voicing frustration, concerns or complaints.

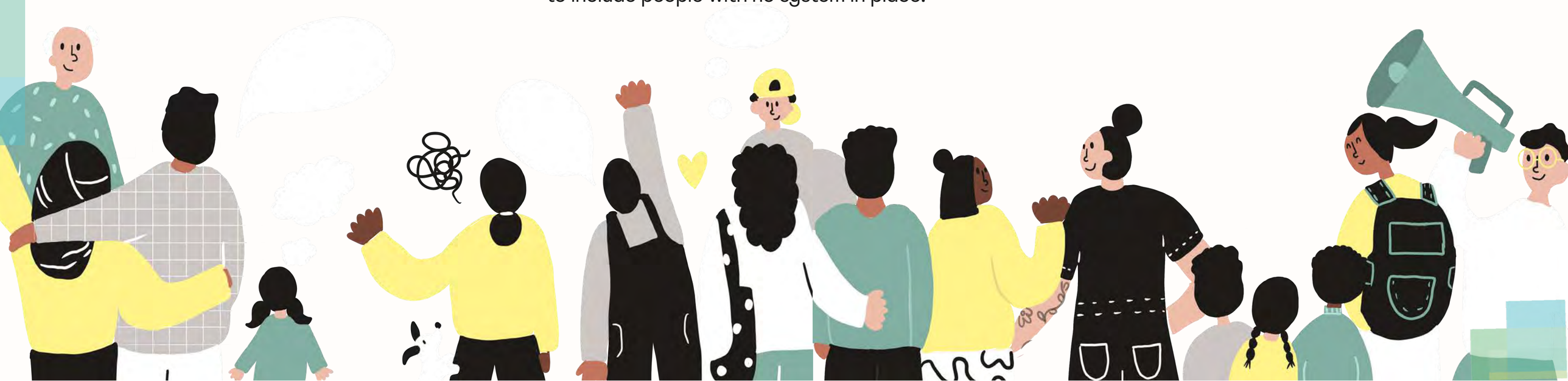
It was raised at every session that the themes presented were statutory duties of the council. People found this extremely frustrating because they want to make decisions on what matters to them.

There is no existing system that is built to engage with people in ways that they care about or places that are convenient for them.

The equalities sector is under extreme pressure to include people with no system in place.

Citizen's understanding of Area Partnerships range from limited to none. Additionally, Area Partnerships and Community Councils are not representative of ward demographics.

We need to look at how people and communities are embedded in Area Partnerships and Community Councils models to improve representation and devolved decision making.



We learned...

In relation to the Fund



The most frequent feedback from citizens was that the council have a statutory responsibility for all of the Fund themes.

Citizens tended to be confused when they learned Area Partnerships have begun to allocate the fund without their input. This was especially relevant in Community Council sessions.

The NIIF process is an addition to the business as usual remit of NRS staff. Speaking with all of the actors responsible for delivering, the system took time as there are many silos throughout.

Some of the themes identified do not easily match to a defined NRS service.

£1 million per ward is not a massive budget when spent on infrastructure. Participants throughout the process pointed that the way the £23 million fund is divided is equal, but it is not equitable.

All wards are different: Some have huge open spaces, others are densely populated. This can create further inequalities.

There is a perception with citizens that some areas are invested in more regularly than others - this point was raised more than once.

NRS teams have advised that there are often gaps between initial costs and delivery due to the fluctuations in contracts and materials prices.

This system needs to be properly resourced in order to be sustainable and meaningful.

Some Area Partnership members expressed an interest in looking at how they could fund people's ideas more holistically.

A mechanism to share citizens ideas widely across council services would allow more citizen input to be taken forward.

We learned...

In relation to the system...

Most Area Partnership members we've been working with are very sceptical and feel like this process is a waste of time and money. Without their buy-in, this system won't work. Many of them don't think they have the capacity to operate this system properly.

Responsibilities and roles need to be created to resource the system properly.

Area Partnerships members recognise that they are not representative. People don't know about them and local organisations and staff have described them as too intimidating and formulaic.

A number of Area Partnerships decided to go ahead and make decisions about the fund already. This is creating additional pressure on NRS services who currently have no process to manage and deal with AP requests.

We need to collaborate with local organisations and third sector partners to make this system work meaningfully.

The resources to support this don't appear to exist in the current system.

Collaborating and listening to people takes time to do right.

At the moment the system is heavily reliant on Partnership Development Officers (PDO's) however, not every area has a PDO - for example, Greater Govan and Greater Pollok have no PDO currently.

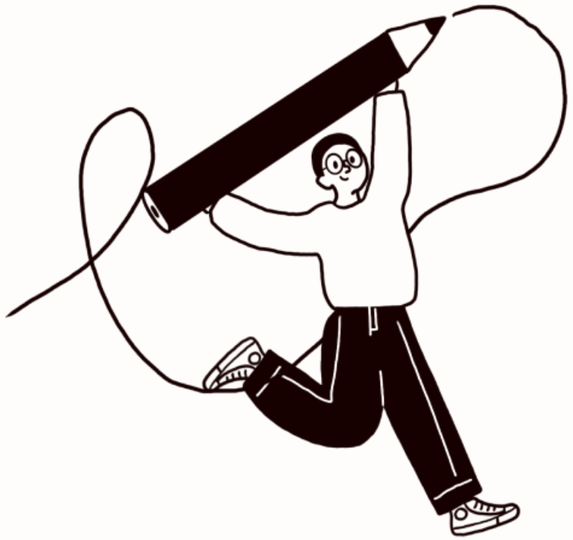
Some staff believe there is a lack of time, resources and people to deliver a new system and are resistant to change at this stage.

Some members of Area Partnerships and council colleagues have suggested Area Partnerships should be more community and citizen-led during this process. Not everyone agrees with that though.

Many organisations and council family partners are very keen to be part of this work. All they need is transparency and to be supported.

The majority of council staff involved to date are enthusiastic and keen to learn new skills. They are key to lead the way we will work in the future and the skills to do this type of work will be spread across the council.

This system, even though it is focused on infrastructure, will bring together staff and services that are normally disjointed - to work better together and deliver better outcomes.



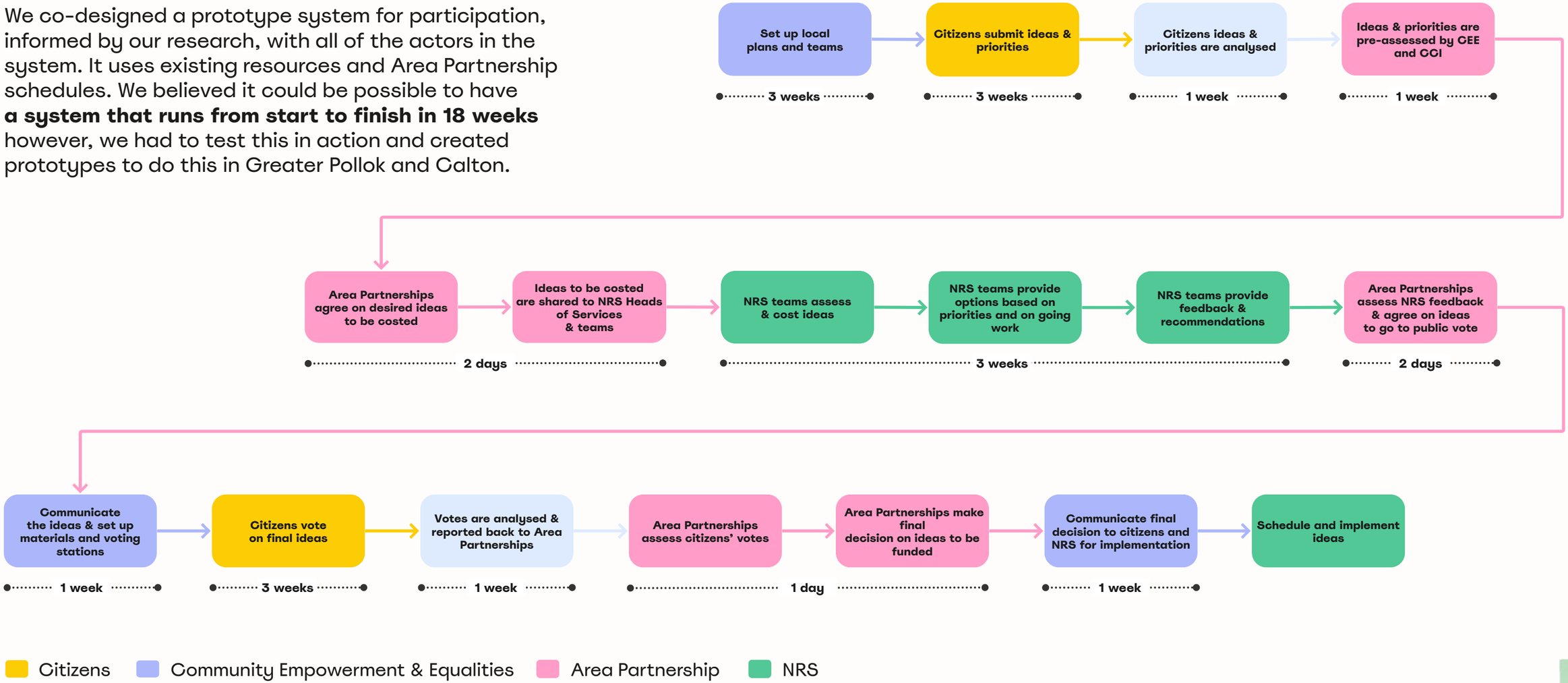
Prototyping the system



The initial system prototype

Co-designed with over 200 people

We co-designed a prototype system for participation, informed by our research, with all of the actors in the system. It uses existing resources and Area Partnership schedules. We believed it could be possible to have **a system that runs from start to finish in 18 weeks** however, we had to test this in action and created prototypes to do this in Greater Pollok and Calton.



The initial system prototype

The roles required to support the system are..

The following roles have been identified during the co-design process that would be required to support the system.

Project coordinators

Oversee the process, connect each step and people together, ensure deadlines are kept, pass information and spreadsheets between stages. They are the key point of contact.

Equalities officer

Help address imbalance in representation and advise how to include minorities and people traditionally underrepresented. Support PDO's in initial assessment of ideas against the equalities criteria created.

Communication officers

Identify key local organisations, locations, events in areas. Record the organisations supporting the process on the "Communication and engagement spreadsheet". Record local events and opportunities. Understand what support organisations will need. Send all information, social media posts, surveys to partners. Drop off voting boxes and materials to partners. Put up posters and flyers in local venues, shops and spaces identified so far. Publicise list of partners and dates where materials will be available. Keep in touch with partners to ensure materials are available in locations. Keep partners, citizens and staff in the loop with where we are in the process and results.

Data analysis officers

Retrieve votes and ideas from digital surveys every week. Analyse priority votes per neighbourhoods and population. Analyse and filter ideas per theme and area. Analyse and filter ideas per sub categories and similar ideas. Export ideas into the "Criteria Spreadsheet".

Engagement officers

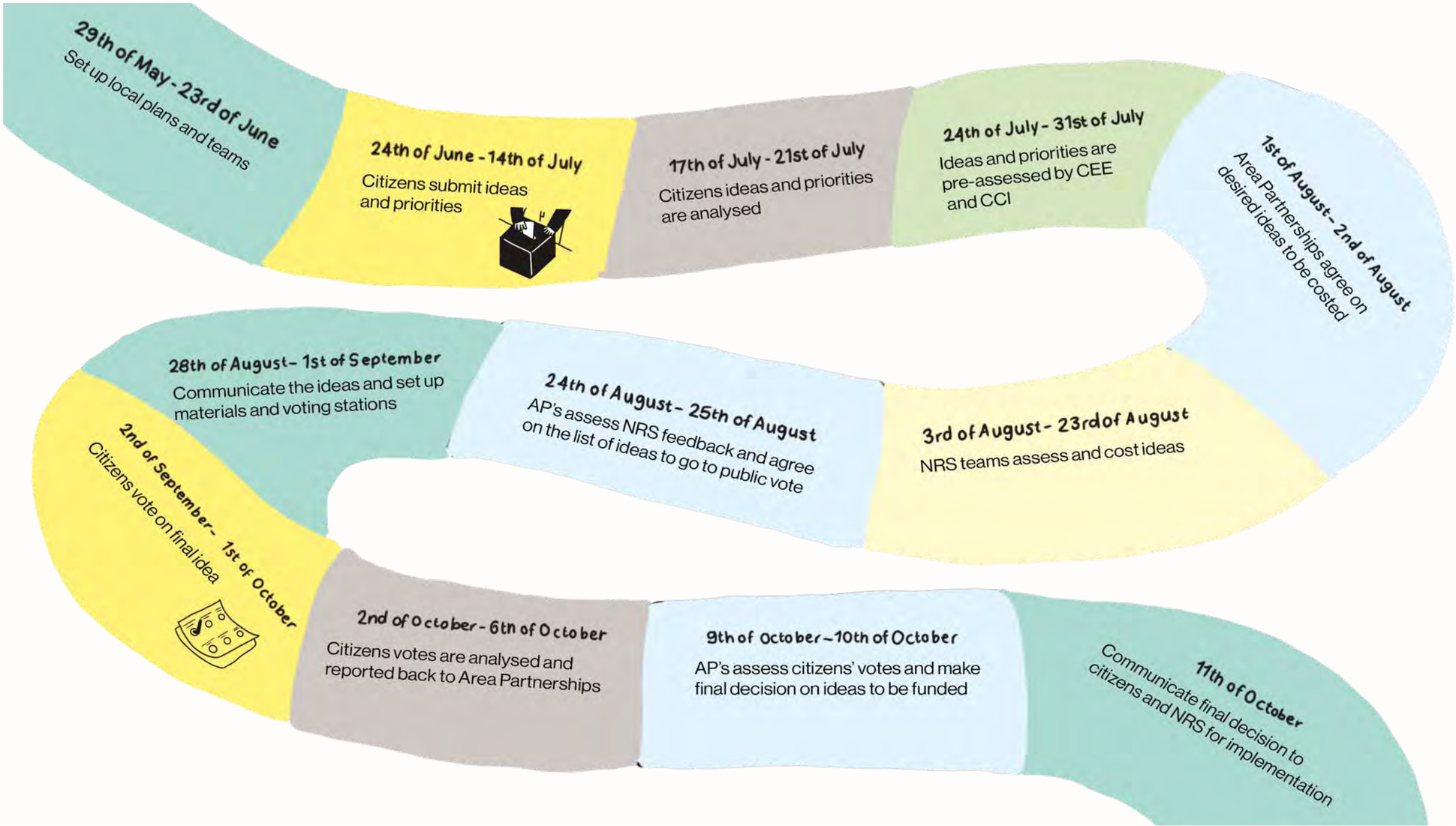
Hand over flyers and materials during walkabouts and events. Attend local events, clubs and activities and facilitate conversations or activities, talk with people. Ensure materials are available in locations or move materials between organisations when necessary. Pick up and gather all completed materials at the end of each engagement week and phase. Counting and recording the paper votes and ideas in the survey at the end of each engagement week and phase.

Reporting officers

Source previous data, consultations, priorities, reports for Area Partnership. Set up a report structure to input information in. Input priorities and findings in the report. Share the report and the spreadsheet with Area Partnerships.

The live prototype timeline

What we initially set up to do...



The initial system prototype

Our teams were made of...

Roles were identified during sessions where staff outlined their current skills and where they thought they could support as well as areas they wish to gain skills in.



Project coordinators
Derek Speirs
Patricia Boyce

Communication officers
Patricia Boyce, lead
Linda Devlin, lead
Karen Docherty
Heather McMillan
Rory O'Sullivan
Karen Kenny

Engagement officers
Patricia Boyce, lead
Linda Devlin, lead
Karen Docherty
Kevin Gannon
Heather McMillan
Rory O'Sullivan
Karen Kenny
Karen Gorman
Anita Moore

Data analysis officers
Richard Hill
Gerald Tonner
Stephen McGill

Reporting officers
Gerald Tonner

Equalities officer
Judith Hunter

CCI Team

John Campbell
Coordination

Mafalda Moreaud
Coordination, Coms, engagement

Anna McPherson
Coms, engagement

Heather Drake
Engagement

Euan McGlynn
Coms & storytelling

Struan Fraser
Coms & digital engagement

Guy Wells
Lead data analysis

Lucy Steel
Graphic design & storytelling

The live prototype timeline

What we actually did...

29th of May - 23rd of June
Set up local plans and teams

24th of June - 14th of July
Citizens submit ideas and priorities



3rd of July - 21st of July
Citizens ideas and priorities are analysed

20th of July - 28th of July
Ideas and priorities are pre-assessed by CEE and CCI

1st of August - 3rd of August
Area Partnerships agree on desired ideas to be costed

3rd of August - 22nd of August
NRS teams assess and cost ideas

24th of August - 1st of September
NRS and CCI review NRS feedback

30th of August - 15th of September
Design options for Area Partnerships and citizens votes

6th of September - 11th of September
AP's assess NRS feedback and agree on the list of ideas to go to public vote

11th of September - 11th of September
Communicate the ideas and set up materials and voting stations

16th of September - 13th of October
Citizens vote on final idea



16th of October - 20th of October
Citizens votes are analysed and reported back to Area Partnerships

24 th of October - 1st of November
AP's assess citizens' votes and make final decision on ideas to be funded

25th of October
Communicate final decision to citizens and NRS for implementation



The live prototype

How we did it...



Set up local plans & teams

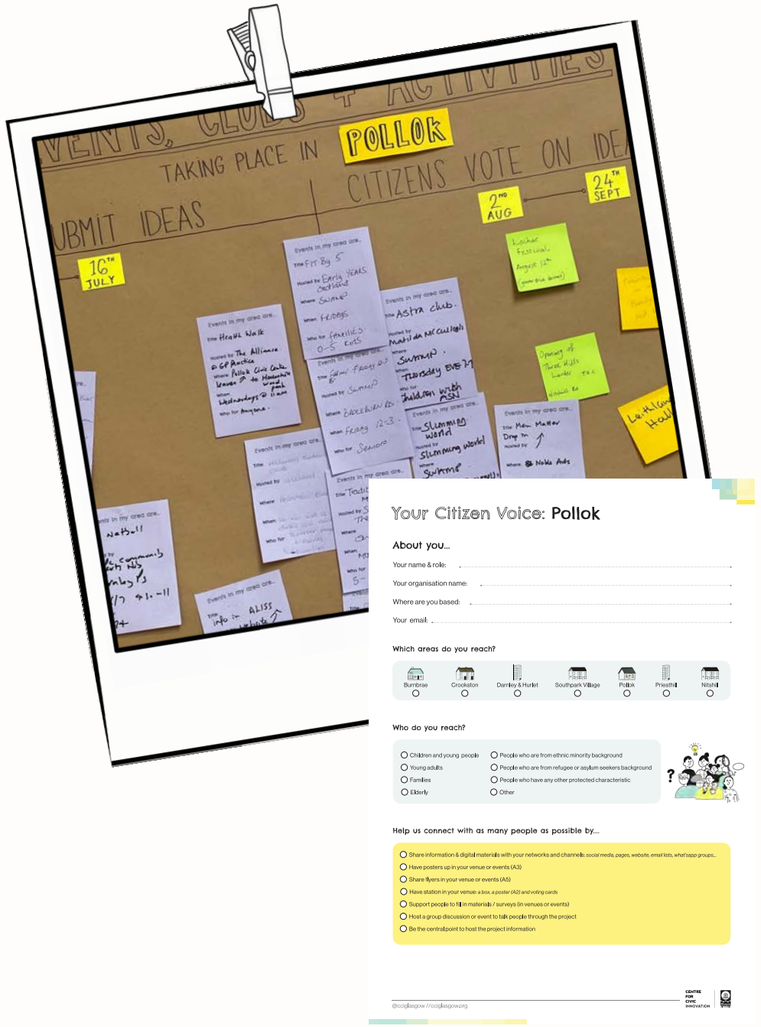
29th of May to 23rd of June

In **blue**, actions in collaboration with Community Empowerment Staff

- → **Defining and choosing individual role(s) and responsibilities.**
- → Creating voting materials: voting cards, boxes, posters, leaflets.
- → Working with the PIMU team to create an online survey to match paper votes.
- → Creating a webpage to host the survey and information about the process.
- → Organising sessions with all our local partners to understand how they can support the engagement process.
- → Communicating with local partners, sharing coms to get people involved.
- → Collating opportunities to engage teams calendars for teams to attend.
- → **Distributing materials to local venues and sharing information with staff.**
- → **Setting up communication channels to ensure everyone knows what is happening and when.**

Set up local plans & teams

29th of May to 23rd of June



Your Citizen Voice: Pollok

About you...

Your name & role:

Your organisation name:

Where are you based:

Your email:

Which areas do you reach?

Burnbrae | Crookston | Darnley & Hurlet | Southpark Village | Pollok | Priesthill | Nitshill

Who do you reach?

- Children and young people
- Young adults
- Families
- Elderly
- People who are from ethnic minority background
- People who are from refugee or asylum seekers background
- People who have any other protected characteristic
- Other

Help us connect with as many people as possible by...

- Share information & digital materials with your networks and channels: social media, pages, website, email lists, whatsapp groups...
- Have posters up in your venue or events (A3)
- Share flyers in your venue or events (A5)
- Have station in your venue: a box, a poster (A2) and voting cards
- Support people to fill in materials / surveys (in venues or events)
- Host a group discussion or event to talk people through the project
- Be the central point to host the project information

@cosglasgow //cosglasgow.org

What we Learned...

About building relationships with local partners...

The time required to build relationships with local partners cannot be underestimated. We need to allow more time to get partners on board and make sure we can 'train' and support them to run their own events and pop-ups if they want to.

We need to involve more than one member from each organisation to ensure the engagement doesn't rely on one person only and that other team members have visibility of it and can direct people.



Improvements we suggest...

Run several local pop-events in each area and in different locations for local partners to set-up and learn about the process, test and learn about the materials or provide suggestions and inform us about local events and opportunities. Something to consider would be to do this by providing lunch, or a tea/coffee and cake display.

When dropping off materials in venues, ensure several members of staff are aware of the process and walk them through how to involve people in it.



Citizens submit ideas & priorities

24th of June to 14th of July

In **blue**, actions in collaboration with Community Empowerment Staff

- → Communicating with local partners, sharing coms to get people involved.
- → Collating opportunities to engage and teams calendars for teams to attend.
- → **Distributing materials to local venues and sharing information with staff.**
- → **Attending local events and venues and engaging with local people.**
- → **Setting up and running engagements.**
- → **Picking up votes and transcribing them in the online survey.**

Citizens submit ideas & priorities

24th of June to 14th of July



What we Learned...

About planning and organising as a team...

Pollok and Calton engagement teams were set up with some members moving between the two to provide extra support when required.

Staff were asked to self sign-in in a shared Excel spreadsheet to engagement opportunities they could attend based on their daily commitments.

Staff found the 'self sign-in' was not rigorous enough and thought it made it difficult to see who was doing what and when. Staff said they would prefer having clear roles and responsibilities, a weekly plan of action and team update, and engagement opportunities assigned to them by their manager.

The team needs to meet more regularly to get a common plan of action, to give praise to teams, build on what's good, and problem-solve together.

Although staff were very good at taking part at short notice, they cannot always opt out of their daily work load.

Improvements we suggest...

Set up weekly team meetings on Mondays. Managers come to the meetings with the engagement opportunities of the week and assign them to the team. Set up two 20 minutes online check-ins during the week to monitor the progress and adapt.

Define lead roles for team members that are the 'experts' of the local areas and roles for team members that are going to support engagements in both areas.



Citizens submit ideas & priorities

24th of June to 14th of July

What we Learned...

About the way people engaged with the materials online and on paper...

People, partners and staff found the materials such as the voting cards and boxes, the leaflets, infographics and social media graphics to be well designed and easy to understand. Staff thought the voting materials made the process more streamlined and the mix between online and in person voting gave people good opportunities to be involved in many different local locations and times.



The names for neighbourhoods and wards were confusing to people who often thought the materials weren't for them. The ward names refer to smaller neighbourhoods within these wards. For example Calton neighbourhood in Calton Ward.

This was a real barrier to get people involved as people felt very strongly about different neighbourhoods and where they belonged.

When filling the materials, many people skipt the 'select your area' section, and many times when they did fill it in they selected the first name they recognised such as 'Pollok' and then realised their neighbourhood was available in the list. This means the data collected in this section is corrupted, we were not able to paint an accurate picture of where people who voted came from.

People often submitted multiple ideas into one field, or provided very little or vague details to their idea. This meant that even if the ideas were valid they couldn't be progressed or costed due to the lack of details.

Improvements we suggest...

More work is required to use less jargon as well as translated materials to communicate with people for whom English is a second language and might not be able to take part because of it. Communication with local people needs to be relevant and practical.

Neighbourhoods within wards should be clearly identifiable on the front covers and the name of the Ward should stay in the background. People don't recognise or live within boundaries drawn by the council. As neighbourhoods can be hard to define, they should be clarified in collaboration with Ward Area Partnerships. For example, an Area Partnership member in Calton asked in October why Lilybank had not been included as a neighbourhood.

Rather than asking people to circle their area, ask them to write down their postcode. If people wish to not do this, provide a field for them to let us know which area they live in.

There needs to be more specific details within leaflets to prompt people and encourage greater detail and accuracy in citizens' ideas. This is especially relevant in regard to location, as this is essential information to allow ideas to be progressed.

Citizens submit ideas & priorities

24th of June to 14th of July

What we Learned...

About engagement phases...

Having staff based locally to coordinate engagements, build relationships, be visible and identify opportunities in neighbourhoods worked really well. This meant we could be much more proactive and adaptable. **Not being based in Calton made it more difficult to monitor and engage in local venues**, "it felt like working in the dark".

Additionally, staff told us that they could understand the Ward landscape better if they had more exposure to Wards prior to the engagement phases. A benefit of this would be that staff would have a more comprehensive understanding of citizens' ideas which would support facilitation of conversations and improve the detail of submissions.



In general, engaging informally where people were and being present in public spaces rather than organising our own events worked well.

Unfacilitated voting boxes received hardly any responses in certain locations. This is partly due to the fact that staff in venues didn't always know about them. We often were offered to place them next to other posters or information which made them difficult to spot and not very engaging. However, when facilitated they worked really well. (The best results we achieved were 25 votes in 1 hour per officer).

Engaging informally in spaces or during events where people were sitting down worked really well. This helped people to take the time to think about their ideas in more detail.

Although half of the participation from the first engagement phase came from people who voted online, more work could have been done to better reach social media community groups and better utilise the QR codes.

Although we reached many people, only a few would stop to actually have a look at the materials and take part. The key reasons were: I don't care, I am on my way to somewhere else, I don't have time for this, I don't believe this will make a difference, I will do it later online.

Improvements we suggest...

Identify and collaborate closely with one key organisation per neighbourhood. Support them being 'champions' and help us connect with local people in meaningful ways.

Talk through the voting boxes and materials with two or three members of staff in each venue to make sure they know about the process and can support getting votes and ideas.

Ensure voting stations are more visible in local spaces and stand out from what is already there. Suggest spaces and dispositions.

Identify a range of different clubs or events attracting different demographics as the ones we attended brought similar types of groups. Understand how we might reach those who don't attend these.

Map social media and online groups in advance and ensure communications are relayed. Ensure our communications reach people before we engage in Wards to lay the groundwork.

Plan a walk-around of Wards prior to engagement and pull together information regarding planned works and funding that will provide context for staff.

Citizens submit ideas & priorities

24th of June to 14th of July



What we Learned...

About engagement timescales...

Running engagements during school holiday periods potentially excluded a lot of people. Many groups were not operating and we weren't able to engage through schools. However, many clubs and activities for families were active and we were able to reach them.

There needs to be more time allocated for people to submit their ideas and priorities. By the end of the three weeks, local partners were just starting to engage with people and run engagement themselves. This will enable more ideas and better quality.

Staff advised they needed to be trained in order to run the engagements and the process as they felt they wouldn't be able to repeat pilot results without CCI involvement.



Improvements we suggest...

Avoid holiday periods when lots of organisations and schools are not operating. This casts out a lot of people.

Extend the voting period to enable better quality and quantity of ideas. This will also enable local partners to take ownership of some engagements and our teams will be able to adapt and respond better to challenges and opportunities.

Train staff in advance to build their capacity and confidence to engage with people. Create many opportunities for officers to engage and facilitate the voting boxes in local venues and support people to talk their ideas through.



Citizens submit ideas & priorities

24th of June to 14th of July

What we Learned...

About collaboration with local partners...

It is clear that we cannot deliver this stage of the process without the support of local organisations and businesses who are the trusted links and connectors in local neighbourhoods. We need to develop a better understanding of where and who has the relationships to better collaborate with partners and embed engagement methods with them.

As our team resources are limited, we need to collaborate closely with partners and in particular council staff partners such as Glasgow Life, HSCP, Health Improvement teams and NRS neighbourhood coordinators, who all have staff embedded in neighbourhoods.

When we don't have relationships, it feels like emailing in the dark. A lot of partners didn't reply at all to many communications. For example, Calton had more partners, more opportunities, more events or clubs, more engagement opportunities and the votes didn't come close to the number of votes in Pollok.

Most organisations' staff were uninformed about the process as the word didn't spread in offices about the project or voting box. We need to reach frontline staff, not only the managers.

Councillors and partners in Pollok took ownership of the process. Having them acting as Champions worked really well to connect with people, activate their relationships and be visible in different neighbourhoods. Staff in local organisations were great allies to identify opportunities, provide advice, support with engagements, get people on board, and advocate for the project.



Improvements we suggest...

Develop a better understanding of where and who has the relationships to better collaborate with partners and embed engagement methods with them. Build on existing contact lists and relationships in the third sector.

Ensure we reach local organisations managers and frontline staff as well. Work closer with them to expand on the facilitation of voting.

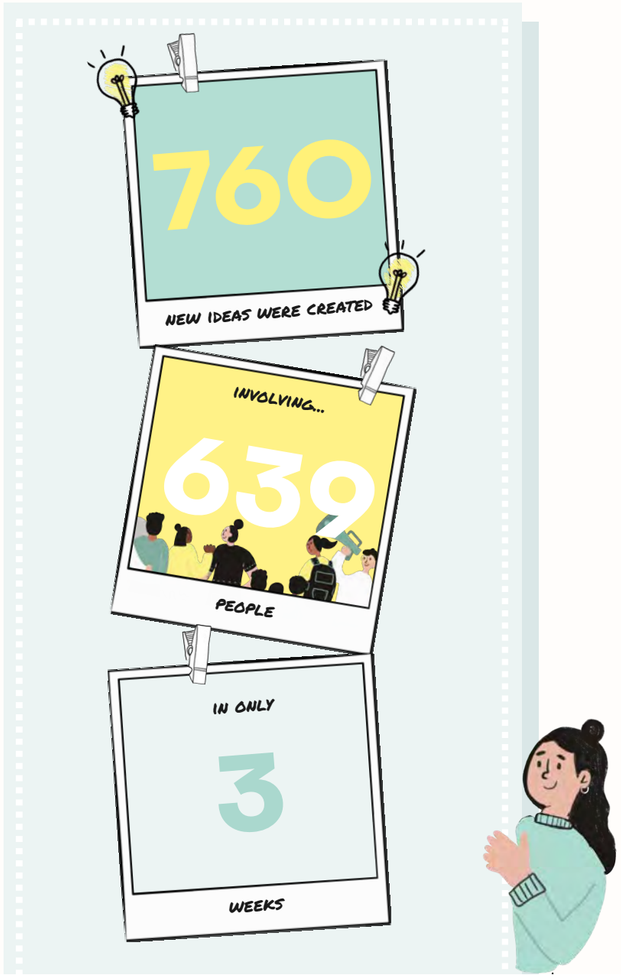
Connect with and bring council partners in at an earlier stage. Embed them in our engagement teams.

Support local partners and councillors to champion the engagement phase and take ownership of the process.

Citizens submit ideas & priorities

24th of June to 14th of July — The results

During the first phase of engagement...



In Greater Pollok...

Most popular ideas were about

- **297** Improving or creating community, sports and leisure facilities
- **117** Making crossings and pavements safer and accessible for all
- **76** Improving roads, including fixing potholes and overgrown areas

- **502** took part
- **50%** took part online
- **22** local venues had materials
- **50%** took part in person
- **35** key community organisations were reached
- **2%** of the local population
- **17** local events were attended

In Calton....

Most popular ideas were about

- **15%** Improving or creating community, sports and leisure facilities
- **14%** Making crossings and pavements safer and accessible for all
- **13%** Improving or creating community gardens and green spaces

- **137** took part
- **59%** took part online
- **41%** took part in person
- **28** local venues had materials
- **46** key community organisations were reached
- **0.5%** of the local population
- **19** local events were attended



Citizens ideas and priorities are analysed

3rd of July to 21st of July

In **blue**, actions in collaboration with Community Empowerment Staff

- → Using an early extract of the data to build the analytics pipeline in R.
- → Cleaning up the data to make it easy to read.
- → Analysing how many people (and demographics) marked a theme as a priority.
- → Grouping the ideas by theme and location.
- → Using Miro AI to preliminary assign sub-themes.
- → Creating idea cards to review ideas.

Citizens ideas & priorities are analysed

3rd of July to 21st of July



What we Learned...

Analysis and clustering ideas automatically wasn't possible due to the granularity of ideas, and the fact that some people submitted several ideas into a single field. We had to separate these ideas manually in order to assess each one individually, however many were not identified and had to be separated at a later stage.

The process to leave ineligible ideas aside and keep others in wasn't rigorous enough.

We thought it was important to avoid altering people's words, however this caused confusion and delays throughout the process.

Switching between digital and physical versions (changing between printed ideas cards and spreadsheets) caused documenting errors.

Improvements we suggest...

We need to start by setting aside submissions that include multiple ideas, and rigorously separate and give them their own 'ID number'.

We then need to methodically group together similar ideas to avoid duplication. This cannot be done by one person, it has to be done collaboratively to ensure the clustering is accurate.

Finally, we need to spend time cleaning the data, reformulating ideas to ensure ideas are clear and precise.



Citizens ideas are pre-assessed by CEE and CCI

24th of July to 31st of July

In **blue**, actions in collaboration with Community Empowerment Staff

- → CCI Reading through all the ideas to remove clear rejections
- → Dividing submissions that contain multiple ideas
- → **Pre-assessing ideas collaboratively using the co-designed criteria**
- → Reviewing the pre-assessment for a last pass at removing duplicates
- → Documenting rejected ideas in a formatted easy to read general spreadsheet
- → Designing Area Partnerships sessions: Creating idea cards to review ideas

Citizens ideas are pre-assessed

24th of July to 31st of July

What we Learned...

About pre-assessing ideas...

Although this process worked well and the criteria to pre-assess ideas was co-designed by staff and partners, in practice it was difficult to assess whether ideas were eligible or not.

Vague ideas were harder to assess and in general scoring ideas against the criteria depended on each person's perspective, therefore it was challenging to keep this objective and rigorous.

Staff advised they required more collaboration with Neighbourhood coordinators and NRS teams to provide expertise and local knowledge.
Providing information about the ward as well as strategies and other funding schemes would support them going through this process.

Overall, the staff involved enjoyed collaborating, reading about the results, and thought this step of the process was time efficient and well organised.

Improvements we suggest...

Cleaning and grouping ideas in advance should improve the assessment of ideas. This will improve the quality of information to work with.

Refine the criteria to pre-assess based on staffs' experience of the process.

NRS staff and neighbourhood coordinators need to be involved in this step of the process in order to share their expertise and local knowledge. This will reduce the amount of effort required from Area Partnerships and reduce resources required during the assessment and costing phase.

Improvements we suggest about...

Documenting ideas that didn't match the criteria...

We need a clear and simple roadmap showing what is happening with ideas that are going forward and those who are not going forward through the NIIF.

Ensure we have a way to record and update ideas that didn't make it through at each stage of the process, not just at the end of the process. Record reasons for rejections to be able to feedback properly to improve transparency with citizens and staff. All ideas are important to people.



Area Partnerships agree ideas to be costed

1st of August to 3rd of August

In **blue**, actions in collaboration with Community Empowerment Staff

- Running Area Partnership sessions: Members reviewed ideas & 'voted' on those they don't think should go for NRS review & costing. These were collectively discussed.
- Creating a short report, social media content & newsletters to communicate the voting results.
- Recording ideas rejected by Area Partnerships in the general spreadsheets.
- Creating & formatting an easy to read spreadsheet where ideas are categorised in theme tabs for each service.
- Communicating with NRS Services Heads and sending across spreadsheets and key deadlines for them to pass them along to their teams.

Area Partnerships agree ideas to be costed

1st of August to 3rd of August

What we Learned...

Staff and members said the materials provided information that enabled members to make decisions and understand results easily. Staff emphasised they need to continue using similar styled materials as they are easy to understand and engaging.

However, members and staff said they needed us to "clarify the criteria" to make decisions, as members were sometimes referring to their personal opinions to make decisions.

Low attendance from Area Partnership members at this informal meeting means members might not be on the same page. This can cause issues further down the line with ideas making it to a shortlist that members strongly disagree with.

Members found the priority percentages confusing as they don't add up to 100%. This is because people were able to vote on multiple themes. The percentages referred to the percentage of people who voted on each theme.

Due to the fact that all the fields in the voting materials were optional, many people left out the equalities section or didn't complete it fully. The information recorded about people's area was also corrupted as people tended to circle Pollok or Calton before realising that they had other options that matched their neighbourhood. When reporting the results this meant we couldn't paint a precise picture of who was being left out and where.

Members have said that it would be helpful to them to include maps displaying idea distribution in areas at this stage.

Improvements we suggest...

Develop a stronger framework for Area Partnership members to decide which ideas should move forward and better utilise the data gathered to inform this.

Ensuring an 'update' mechanism is put in place so members can keep informed on decisions made during the meetings, and have greater awareness of where we are in the system.

Better communicate and visualise people's priorities and provide maps that show the distribution of ideas in the areas. Develop stronger insights around equalities data and communicate where the gaps are.



NRS teams assess & cost ideas

4th of August to 22nd of August

In **blue**, actions in collaboration with Community Empowerment Staff

- → NRS Service Heads communicated the spreadsheet to their teams who shared the workload and assessed ideas.
- → NRS teams casted out ideas that were out of bounds, already happening, located on land that wasn't owned by the council or out of council's remit.
- → NRS teams provided ballpark figures based on experience when costs weren't available. They recommended leaving 10% of the budget aside to account for variation of contractor prices due to inflation.

NRS teams assess & cost ideas

4th of August to 22nd of August

What we Learned...

About the quality of information in the ideas that we sent across...

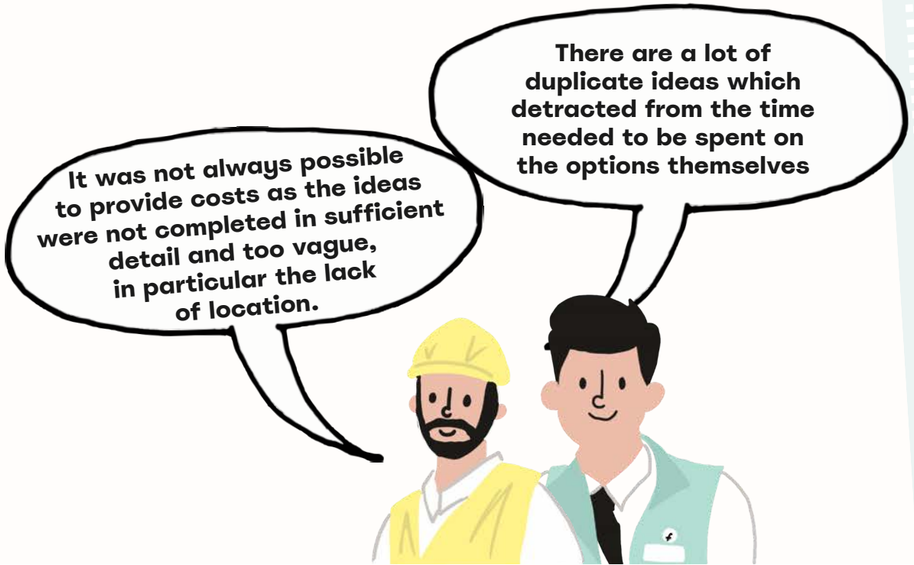
When submitting ideas, people self-assigned their ideas to themes. When it was evident that they were miss-categorised, we moved them to the right themes. However, **NRS colleagues told us "Some of the ideas in our tab were not for our service and some of ideas for our service were in another tab theme, this required us to spend more time on assessing and referring ideas"**.

Colleague also told us; **"there could be opportunities to better filter options by priorities or places"**. In the spreadsheet ideas were already collated by themes, sub themes (such as play areas) and locations and colleagues found this useful.

Before ideas were communicated to NRS colleagues, an initial assessment was done to group similar ideas and cast out vague ideas. However, many remained. We made the choice to not alter people's words.

"There are a lot of duplicate ideas which detracted from the time needed to be spent on the options themselves and the list of ideas felt like an extensive shopping list of ideas and aspirations that are not tangible or place-based"

Before the final voting phase, we communicated with local people and partners the results from the first phase: the number of ideas and people who took part and how, most common ideas and local priorities ranked. This information was also available in the final voting booklet with all ideas shortlisted. NRS colleagues told us: "You should focus on ideas and aspirations to enable debates, consensus, a ranking of priorities, and even a vote on them. You offer ideas and themes back to the community so they may see the commonality of ideas and places, consensus at community level is required rather than a hundred ideas thrown to officers to decipher".



Improvements we suggest...

To better categorise themes, colleagues suggested it might be useful to distinguish between 'road resurfacing' and 'fixing one pothole'. Drainage should involve flood management and wider water and 'blue infrastructure' projects. We should add a theme for play areas.

Colleagues advised that for ideas about roads, pavements and drainage, grouping ideas by location and proximity would help teams investigate ideas quicker. However, for open spaces ideas it would be more relevant to group ideas by sub themes such as planting, building assets and general improvements as there are officers relevant to each of these.

We need to promote current opportunities and have a section for ideas that build on what's happening already. Colleagues suggested running site visits for accessibility ideas, like lowering kerbs to ensure we identify the right routes.

We need to develop prompts in the voting materials for precise locations. For example, asking about landmarks: "what's around your idea? Is it near a shop, a school, or a park?" Additionally, we should explore how we might get more details in the ideas by prompting why, when, and for whom. And ensure to divide ideas submitted where necessary, group duplicates, and improve the language.

NRS teams assess & cost ideas

4th of August to 22nd of August

What we Learned...

About the tools provided to assess ideas...

We provided NRS colleagues with a formatted spreadsheet collating all citizens ideas per 'theme'. Colleagues told us **"I was able to use cost for similar schemes or estimates previously provided"** and **"the spreadsheet was not really an issue, it was more about the quality of information provided or the fact that costing ideas was not always not our remit"**. Most staff used the spreadsheet to review and cost ideas, found it easy to use and the right tool to complete this task.



About communicating what is needed in advance and mitigating the impact on other duties...

Most colleagues told us: **"I was told to be expecting this project ahead of time however...I wasn't given sufficient information on what was needed in advance"**. Staff thought getting the information and communication through their Head of Service worked well. They felt they didn't know enough about the process to understand what was needed to do in advance.

Staff also said that "**completing this project strongly impacted on our other duties**" and "**this had a severe impact on Business As Usual resources**". This was mostly due to the quality of information provided and lack of time properly booked between staff in advance to assess and cost ideas together.

Finally, staff said, "**there is a lack of resources to support this process.** We need a multifunctional dedicated project team to manage and take the lead on the process".

"The Area Partnerships shouldn't routinely ask for updates each round as this leads to resource impact and no new information may be available at the time."

Improvements we suggest...

Staff suggested that as people submit ideas, departments should be informed about the number of ideas received and the recurring themes coming up so they can be prepared.

Staff said that if they were a part of the pre-assessment they could reduce the number of ideas to assess and cost quicker. By improving the quality of information, grouping ideas and getting precise locations they will be able to provide more accurate cost faster.

Schedule and block time in advance for teams to meet and assess ideas together, especially to ensure availability of senior colleagues.

Explore the possibility of reducing the number of Area Partnership updates and requests as this is time consuming and not always useful.



NRS teams assess & cost ideas

4th of August to 22nd of August

What we Learned...

About managing expectation regarding the delivery of ideas and what is possible....

"Costings are 'estimates' and will require to be reviewed after the suggestion is confirmed by the AP to go ahead" "Some of the suggestions require detailed investigation before a costing can be provided".

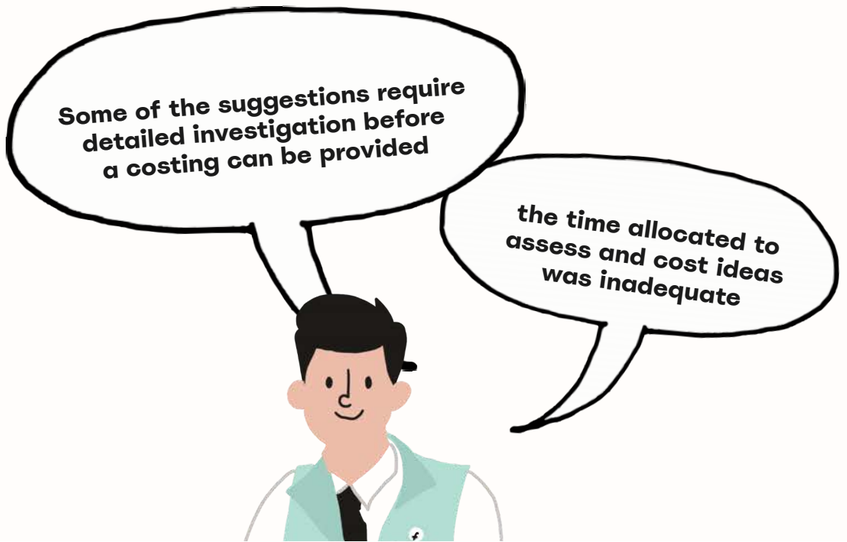
We implemented the NRS recommendation to allocate 10% of the fund to account for inflation and fluctuating contractor costs and allocated a portion of the £1 million for un-costed ideas. When we communicated ideas back to citizens and Area Partnerships, we classified ideas that require assessment as "un-costed".

"Due to considerable resource constraints, future commissioning of works may be subject to longer than expected lead-in times" "Lack of future maintenance of any new projects or assets will cause further reputational risk". However, ideas that required major maintenance like public toilets were removed from the list.

About the timescales to assess and cost ideas...

3 weeks were initially allocated to assess and cost ideas (4th-25th of August) and **staff told us "the time allocated to assess and cost ideas was inadequate"**.

Periods in the year to avoid:
Avoid bad weather and flooding season (December, January, February). Avoid Holiday periods Easter, October Week, Christmas as these are low on staff. Avoid big city events. Open spaces services are busier during committee and Area Partnership cycles and summer months, when spaces are used more.



Improvements we suggest...

For Open Spaces Services, 3 to 4 weeks is feasible to assess ideas. For them it's more about having enough notice to plan and block time in advance to meet and collaborate between three managers.

For Roads, Pavements and Drainage services 6 weeks would be enough time for teams to investigate all the ideas on site, ideally 8 weeks to avoid pressure on teams and provide accurate costs.

Open Spaces Services would prefer working ward by ward to ensure the right people can contribute.

Roads, Pavements and Drainage services recommend to balance the process between North and South. This is because there is a North team and a South team, the same team assesses and delivers, so working only in the South would put teams under pressure. North teams have a bit more experience and have gathered knowledge and information that can be harnessed quickly.

Let people know about timescales to deliver projects and why that is. Provide information around the maintenance of projects, and use project examples and approximate costs to be transparent.

NRS & CCI review NRS feedback

23rd to 1st of September

In **blue**, actions in collaboration with Community Empowerment Staff

- → Review the initial feedback and highlight ideas that don't have any feedback or notes that need clarified.
- → Meeting NRS colleagues in each service to sense check and clarify their feedback.
- → Document NRS responses and rejected or non-feasible ideas in a formatted spreadsheet.
- → Design Area Partnership sessions: Create idea cards to review ideas & 'vote' on those they don't think should go for public vote.

NRS & CCI review NRS feedback

23rd of August to 1st of September

What we Learned...

We assumed that costing ideas would be a straightforward process. Because of this, we had to build-in time to meet colleagues to clarify their feedback and ensure we could provide rough estimates for people to be informed when voting. We also needed to ensure we had clear narratives to explain why some ideas needed to be assessed and justify the cost of assessments.

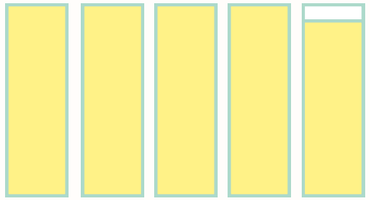
Opportunities identified by colleagues were...

Build the evidence on topics (such as lights in parks and public toilets) that can be used to influence political decisions.

“The numbers achieved through this process help us build a good picture of what people want and need. If we can demonstrate what people need from an equalities perspective, our argument will be even stronger to influence political decisions.”

Promote existing projects or initiatives to maximise opportunities. For example, there could be a section of ideas that are building on current council and city projects. And extend the engagement period.

NRS colleagues (6) who responded to the survey said that...



We spent **139h** in total across...



25 people from 3 Services, **on average this is 5h30 per person in 3 weeks**



to assess **275 ideas** which represents **over 2/3 of the total number of ideas to be assessed**



They worked together to divide the workload, sense check, ask for advice and get input from various expertise

In total, 390 ideas were assessed and costed

- **145 ideas** assessed by Parks Ops & Green Spaces
- **120 ideas** assessed by Road Maintenance
- **38 ideas** assessed by Road Safety
- **19 ideas** assessed by Street Furniture
- **14 ideas** assessed by CCTV
- **12 ideas** assessed by Street Lighting
- **10 ideas** assessed by Traffcom
- **8 ideas** assessed by Active Travel
- **8 ideas** assessed by Street Bins
- **6 ideas** assessed by Education
- **5 ideas** assessed by Parking
- **2 ideas** assessed by Planning
- **2 ideas** assessed by Technical Services
- **1 idea** assessed by Flood Management

Design options for Area Partnerships & citizens votes

30th to 15th of September

In **blue**, actions in collaboration with Community Empowerment Staff

- → Design Area Partnership sessions: Create idea cards to review ideas & 'vote' on those they don't think should go for public vote.
- → Designing voting materials and surveys for people to vote on ideas. Develop formats that are accessible and easy to go through despite the high number of ideas.
- → Working with PIMU team to create an online survey to match paper votes.
- → Working with Education teams to send the survey through school apps to reach parents.

Design options for votes

30th of August to 15th of August

What we Learned...

It was impossible to design the materials until we knew what costing information we would get and how many ideas would be shortlisted and this forced us to extend the process slightly. This had an impact on the PIMU team who had to work and turn around surveys at very notice.

This means an additional step in the system is required at this stage.





Area Partnerships agree on the list of ideas

6th to 11th of September

In **blue**, actions in collaboration with Community Empowerment Staff

- → Run and facilitate Area Partnership sessions: Members review ideas & 'vote' on those they don't think should go for public vote.
- → Provide additional data and insights to ensure the members' votes are mindful of people's aspirations.
- → Documenting rejected ideas in the formatted general spreadsheet.

Area Partnerships agree on the list of ideas

6th of September to 11th of September

What we Learned...

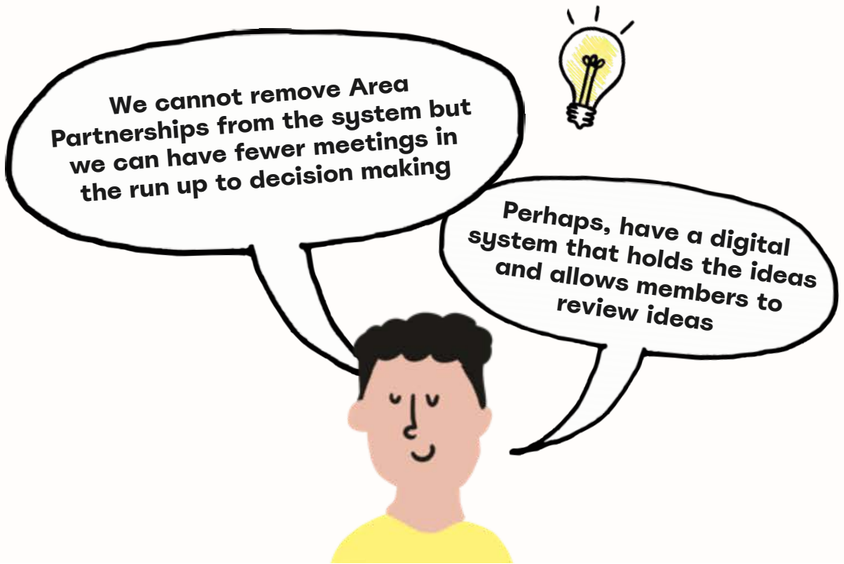
The feedback for this stage was similar to the feedback received during the first informal meeting.

However, during this phase, Area Partnership members casted out twice as many ideas. The reasons for this ranged from the cost of certain ideas being too important or members not thinking ideas were priorities for the area.

It has been questioned whether Area Partnership meetings at this stage was actually necessary or not as any idea approved by NRS colleagues is, in theory, valid. Therefore it should be for people to decide whether or not they should be funded.

Improvements we suggest...

We need to ensure there is a stronger framework to ensure these decisions are based on evidence as the evidence collected was not always 'enough' to steer conversations.





Communicate ideas & set up voting stations

11th to 15th of September

In **blue**, actions in collaboration with Community Empowerment Staff

- → **Reviewing and adapting the way we organise our teams to create closer collaborations with local partners.**
- → **Collating opportunities to engage and calendars for teams to attend.**
- → **Communicating with local partners: sharing coms to get people involved.**
- → **Share the list of ideas to vote on via the newsletter.**
- → Distributing materials to local venues and sharing information with staff.
- → **Training local partners to run their own pop-up events.**

Communicate ideas & set up voting stations

11th of September to 15th of September

What we Learned...

By collectively evaluating the first phase of the process, we were able to adapt the structures of our teams in local neighbourhoods.

We set up weekly team meetings on Mondays where managers assigned engagement opportunities to the team. We also set up two 20 minutes online check-ins during the week to monitor the progress and adapt.

We defined lead roles for team members who were the 'experts' of the local areas and roles for team members that supported engagements in both areas.

We identified by organisations in each smaller neighbourhoods and worked more closely with them to ensure we had a wider reach.

Organisations who already knew about the process were keen to be a part of this voting phase and took ownership of some planning and ideas to get votes.

We reduced the number of unfacilitated boxes but increase the number of facilitated ones.

Improvements we suggest...

Similarly to the first phase, we need to build stronger partnerships with key organisations in neighbourhoods to support them and ensure we are better connecting with people.





Citizens vote on final ideas

16th of Sept - 13th of October

In **blue**, actions in collaboration with Community Empowerment Staff

- → **Reviewing and adapting the way we organise our teams to create closer collaborations with local partners.**
- → **Collating opportunities to engage and calendars for teams to attend.**
- → **Communicating with local partners: sharing coms to get people involved.**
- → Share the list of ideas to vote on via the newsletter.
- → **Distributing materials to local venues and sharing information with staff.**
- → **Training local partners to run their own pop-up events.**
- → **Attending local events and venues and engaging with local people.**
- → **Setting up and running engagements.**
- → **Picking up votes and transcribing them in the online survey.**

Citizens vote on final ideas

16th of September to 13th of October

What we Learned...

The voting choices we provided in the analogue and digital materials seemed to be confusing to people:

Many people, after having voted on ‘support all the ideas for this theme’, went on to read about individual ideas and reject some.

The fields, ‘yes’, ‘no’, ‘don’t care’ were often left empty and staff told us it wasn’t clear how ‘no’ and ‘don’t care’ votes were going to weigh against ‘yes’ votes.

People said about the online survey that they found **the landing page of each theme was blocking them from looking at the ideas before they could say whether or not hey wanted to support all the ideas.**

At this stage, people also said **ideas used a lot of jargon** and **many ideas were very similar which made it difficult to understand the differences** between each.

Overall, when people got into it, they found the materials straightforward to understand even if they thought the information was very dense and would often not read until the end. People said it was useful information to have.

It was more difficult to get people voting this time, as people seemed more interested in submitting more ideas and **many said that if they knew about this, they would have submitted ideas. This was especially evident in neighbourhoods where people felt the ideas did not represent their priorities.**

This time we didn’t benefit from holiday programmes and activities, staff had to be much more productive.

By applying learnings from the first phase, the Community Empowerment Team was able to run this phase with limited support, adapt their approach, build capacity in their team and build on what was good. **Votes in Galton tripled during this phase.**



Improvements we suggest...

Similarly to the first phase, we need to build stronger partnerships with key organisations in neighbourhoods to support them and ensure we are better connecting with people.

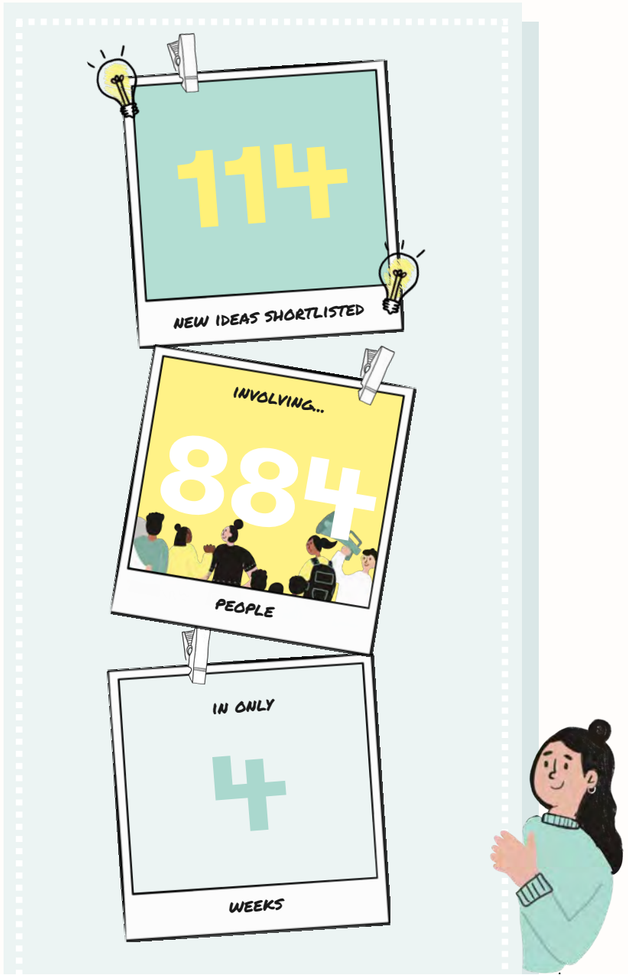
By the end of 4 weeks, organisations were just starting to take ownership of the the process. We need a wider time window for engagement phases to ensure partners and staff can adapt and maximise opportunities. It takes about three weeks to set up properly and for partners to start engaging.

Review the survey structure and voting booklet: Adapt the language, reduce the number of fields to fill in, better group similar ideas.

Citizens vote on final ideas

16th of September to 13th of October – Result

During the Second phase of engagement...



In Greater Pollok....

Most popular ideas were about

Improving open spaces

597
people wanted to vote – 462 of which took the time to vote on the ideas individually.

Improving condition of roads

552
people wanted to vote – 336 of which took the time to vote on the ideas individually

Improving pavements

549
people wanted to vote – 381 of which took the time to vote on the ideas individually

75 new IDEAS!

- **608** took part
- **85%** took part online
- **15%** took part in person
- **14** local venues had materials
- **35** key community organisations were reached
- **2%** of the local population

In Calton....

Most popular ideas were about

Improving open spaces

275
people wanted to vote – 191 of which took the time to vote on the ideas individually.

Improving Road safety

267
people wanted to vote – 144 of which took the time to vote on the ideas individually

Improving pavements

269
people wanted to vote – 157 of which took the time to vote on the ideas individually

39 new IDEAS!

- **276** took part
- **55%** took part online
- **45%** took part in person
- **14** local venues had materials
- **35** key community organisations were reached
- **1%** of the local population

Analyse votes & provide options to shortlist ideas

16th to 20th of October

In **blue**, actions in collaboration with Community Empowerment Staff

- → Analyse votes to develop options to spend the fund by the most voted ideas, most voted ideas per priority theme, and most voted ideas per neighbourhood. Recommend the most representative and fairest way to spend the fund.
- → Create a short report outlining 3 options and a final recommendation for Area Partnership members to review during the final meeting.
- → Design final Area Partnership sessions: present 3 options and a final recommendation & facilitate a conversation to reach a consensus.
- → Develop visuals representations and maps by themes and locations of the spend so Area Partnership members get a quick understanding of where ideas are and what proportion of the fund they are spending on what.
- → Develop a ‘totaliser’ spreadsheet illustrating how many ideas the fund can be spent on that can be adjusted live during Area Partnership sessions if ideas were to be added or removed.

Analyse votes & provide options to shortlist ideas

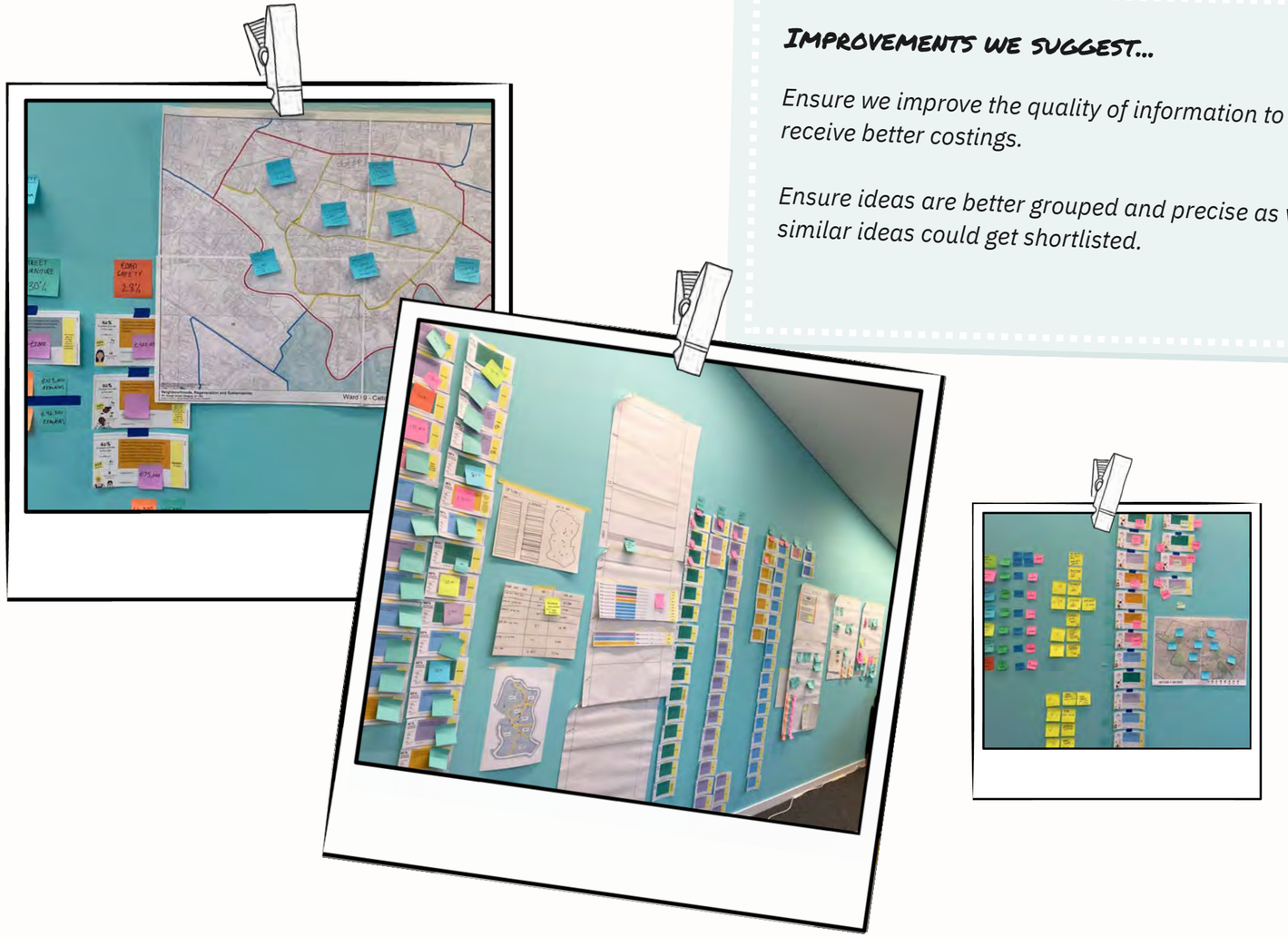
16th to 20th of October

What we Learned...

We assumed this stage will simply be about shortlisting the most voted ideas. However, we quickly realised this wasn't going to ensure that the fund is divided fairly across the area.

The fact that **not all ideas were costed** and that **10% of the budget had to be set aside** was also a difficulty to shortlist ideas. We had to **ensure the short-listed ideas that weren't currently costed could get funded at a later date** and we therefore had to set budget aside for this as well.

We identified three options for how citizens' votes could be represented. **We had to test each one by shortlisting the votes for each approach and comparing the results to identify the option that would offer the best value for the fund**, a fair spread of ideas across neighbourhoods, a fair spread across priorities, and a realistic budget set aside.



Improvements we suggest...

Ensure we improve the quality of information to receive better costings.

Ensure ideas are better grouped and precise as very similar ideas could get shortlisted.

Area Partnerships make final decision on ideas to be funded

24th to 1st of November

In **blue**, actions in collaboration with Community Empowerment Staff

- → Host Area Partnership sessions: Present 3 options and a final recommendation & facilitate a conversation to reach a consensus.
- → Develop a narrative to share options and recommendations.
- → Record requests for more information on specific ideas and feedback information.
- → Communicate final report to committee services.

Area Partnerships make final decision on ideas to be funded

24th of October to 1st of November

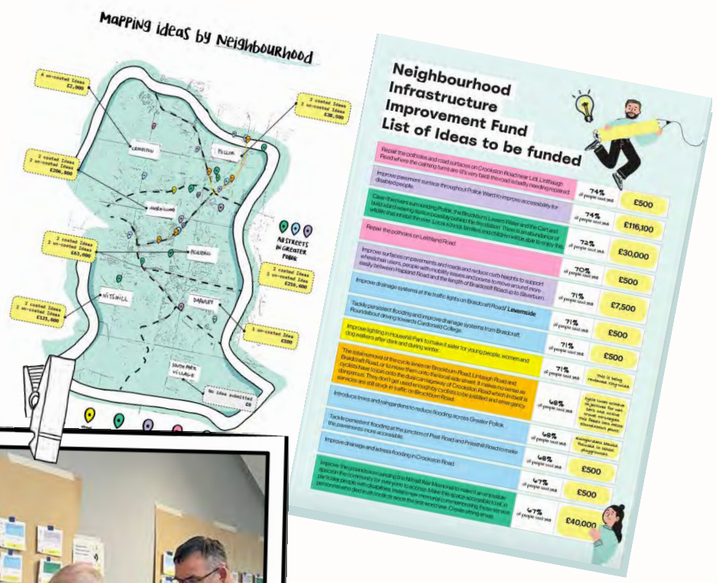
What we Learned...

By exploring every possibility to spend the fund, and by communicating this narrative and our process visually, Area Partnerships were able to reach a consensus easily and confidently.









Communicate final decisions

25th of October –

In **blue**, actions in collaboration with Community Empowerment Staff

→ Create social media content, newsletters and posters to communicate the voting results with citizens and partners.



What's the impact?

What it delivered

In Greater Pollok

+ 600 new ideas submitted by local citizens
+ 75 proceed to final public vote
+ 22 Ideas to be funded and delivered

In Calton

+ 160 new ideas submitted by local citizens
+ 39 proceed to final public vote
+ 20 Ideas to be funded and delivered

In this case, we have tested how the system can be used to allocate funding for infrastructure based on the opinions of as many citizens as possible.

Beyond that, we are creating a local ecosystem that will allow the council to work differently: more local, more targeted, more collaborative. It will bring together cross-service colleagues on Citizen Power, Climate Change, and Waste Management projects to collaborate better and create better outcomes.

During both phases of the prototype, the team reached 2% of the people living in Greater Pollok (over 600 people) in only 3 weeks. During the second phase, votes in Calton tripled. **In total, this process generated over 600 new ideas, 950 final votes and 41 new ideas are going ahead to be funded.**

This is the quickest any engagement process has ever been undertaken in the council and colleagues and partners have said it has delivered one of the best qualitative and quantitative responses from local people.

Collaborating very closely within our team and Community Empowerment Teams to make sure everyone felt supported, allowed us to try to do things differently, make mistakes and adapt quickly to work better together.

This approach and prototype was part of the portfolio of projects that won the 2023 European Global Open Government Award recognising inspirational projects reforming the way local government engages with their audiences.

Although we received very limited feedback from citizens through our evaluation survey, we found out that (30 people):

96% of the people who answered said it was **the first time they took park in a process like this one.**

People who responded said they took part mostly because **they thought they could improve their area** and were **interested in the topic.**

68% of people who responded said they found out about the process online, mostly via social media and **18% said someone they knew told them about it**.



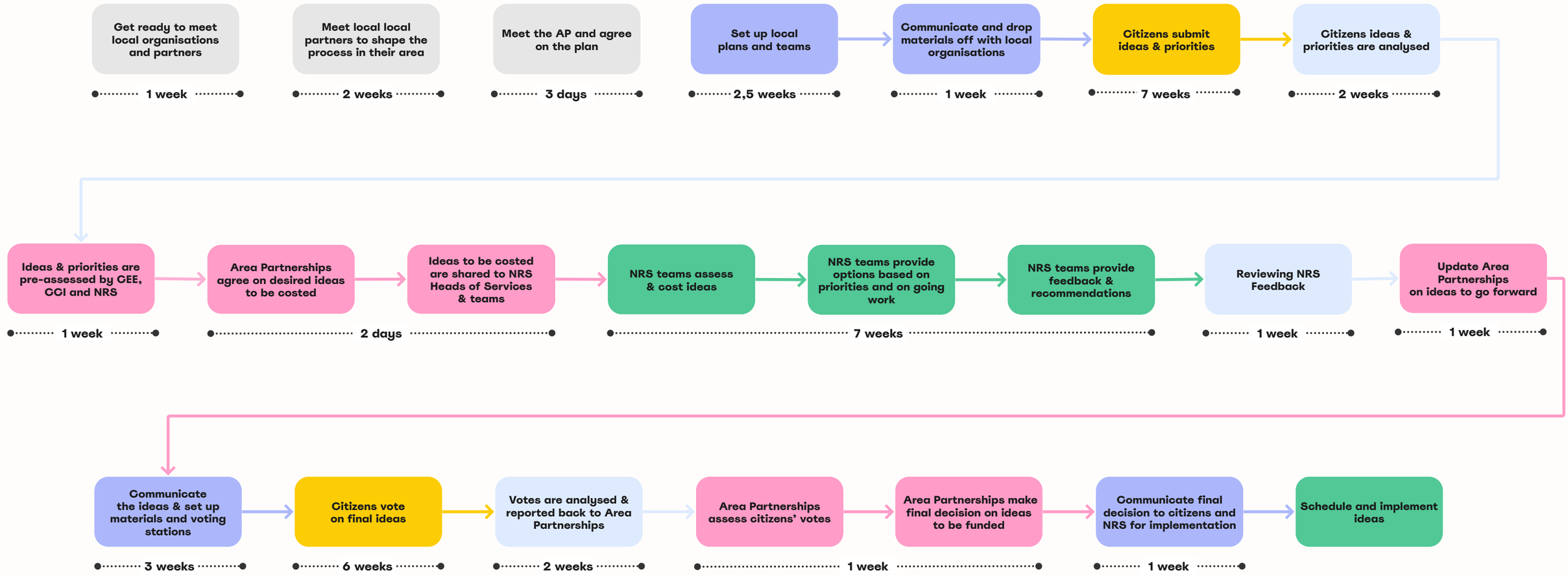
*Open Spaces team

Recommendation for the system



Recommendation

For the system



Citizens Community Empowerment & Equalities Area Partnership NRS

Recommendation

For the system

The system we are recommending builds on learnings from the prototypes undertaken in Greater Pollok and Calton. Key adaptations include:

Extend the set up with partners + for first engagement steps

Community Empowerment team told us:
"It is vital to bring partners with us from the start"

The time required to build relationships with local partners cannot be underestimated. We need to allow more time to get partners on board and make sure we can 'train' and support them to run their own events and pop-ups if they want to.

"Reach different demographics as some events brought the same type of people". Map opportunities and social media and online groups in advance and ensure communications are relayed. Ensure our communications reach people before we engage in Wards to lay the groundwork.

Grow our teams and build the capacity

Some wards do not have a PDO in place and we need staff embedded in neighbourhoods during the engagement periods. We need to build staff capacity to run these phases. **We need to involve in these teams, NRS coordinators as well as Glasgow Life and Health Improvement staff who work locally. Their knowledge and connections with people are invaluable.**

Extend both engagement phases

Extend the voting period to enable better quality and quantity of ideas. By the end of the first engagement, local partners were just starting to engage with people and run engagements themselves. This will enable local partners to take ownership and our teams will be able to adapt and respond better to challenges and opportunities.

Involve NRS staff during the pre-assessment

Involving NRS staff at this stage, means less ideas will need to be assessed later on, improving the efficiency of the assessment and reducing effort.

Extend NRS assessment of ideas + inform in advance

NRS staff told us: "the time allocated to assess and cost ideas was inadequate".

Provide enough notice for teams to plan and block time in advance to meet and collaborate. For Roads, Pavements and Drainage services cost a huge proportion of ideas and suggested 6-8 weeks to investigate all the ideas on site. This means we will have better quality of costings.

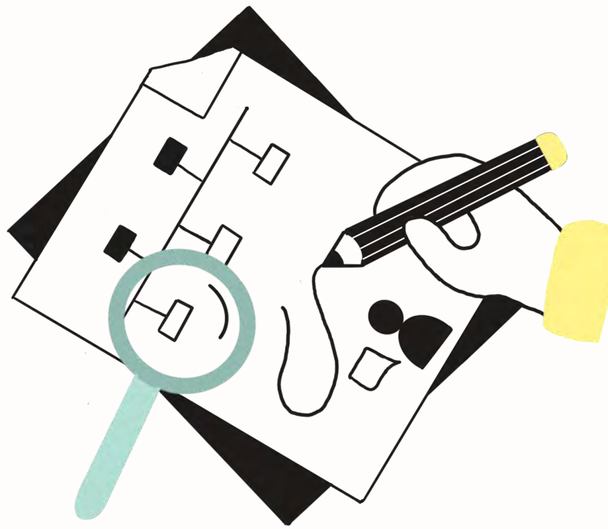
Condensing Area Partnership Meetings

Community Empowerment told us:
"Organise fewer Area Partnership meeting in the run up to decision making, perhaps have a digital system that holds the ideas and allows members to review ideas"

It has been questioned whether three separate Area Partnership meetings were necessary or not. Any idea approved by NRS colleagues is, in theory, valid. Therefore it should be for people to decide whether or not they should be funded.

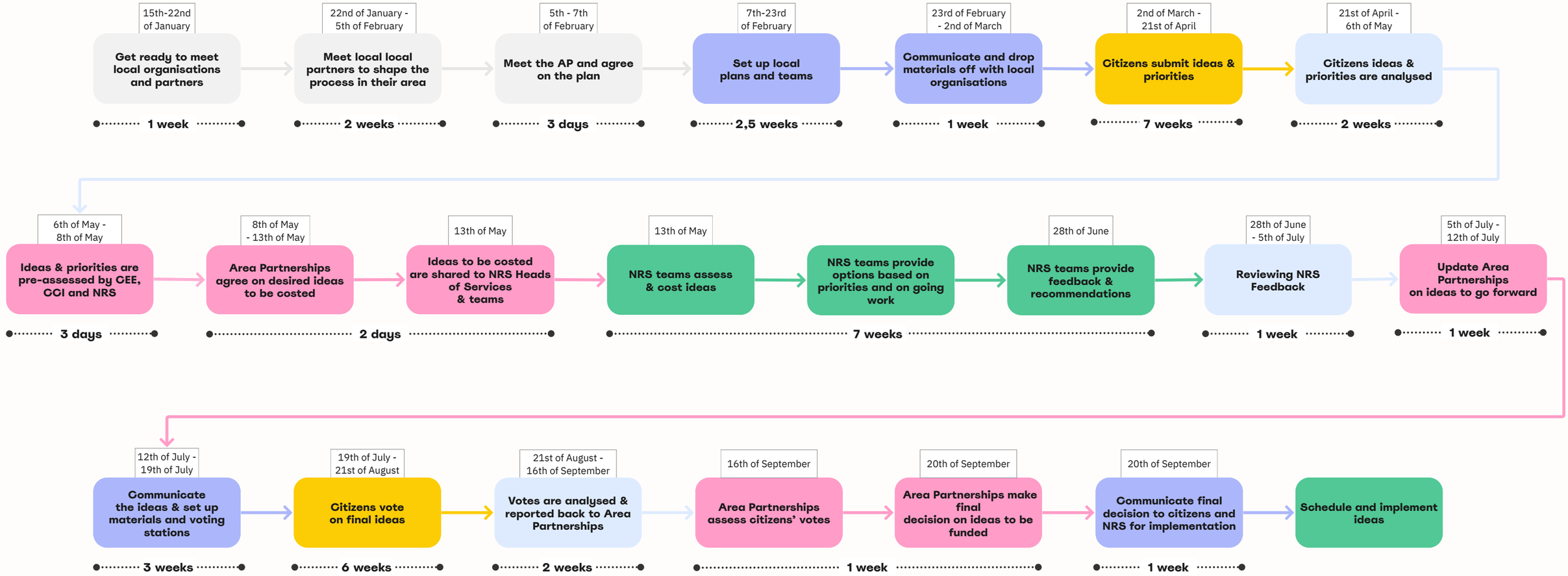
Recommendation for the next phase

In Govan and Drumchapel – *From January to September 2024*



Recommendation

For the next phase: In Govan and Drumchapel



Recommendation

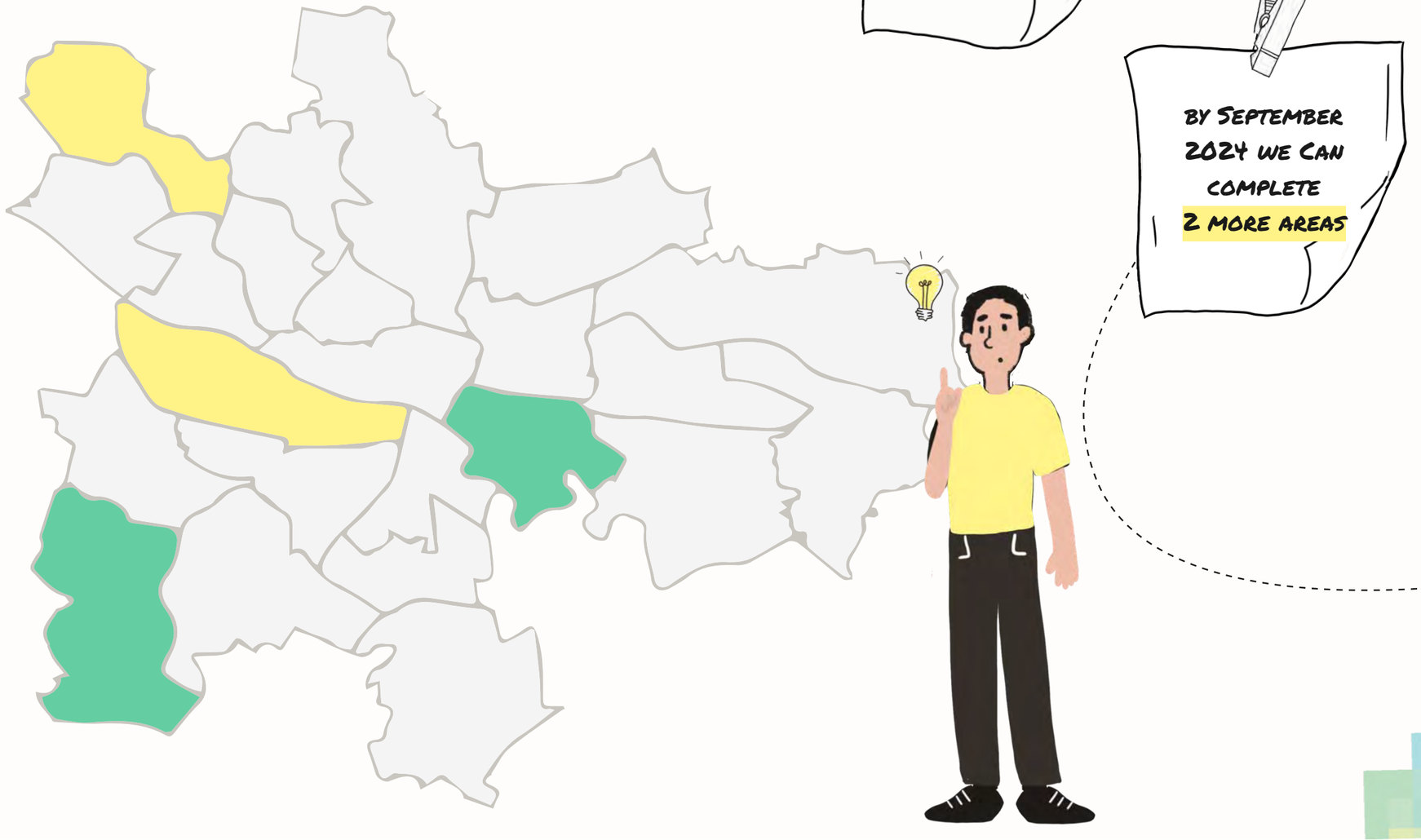
For the next phase: In Govan and Drumchapel

We have completed the prototype in Calton and Greater Pollok. We think our team would be able to run the next phase in four areas.

However, more resources will be required in the Community Empowerment Team and we will need to build capacity.

Therefore, we suggest running the next phase in two areas, while **looking at expanding the team and building the capacity to prepare for the next rollouts**.

While Community Empowerment staff takes the lead of the second roll out, the Centre For Civic Innovation can develop a programme to build capacity and support staff.



Recommendation for the scale up across the city

Recommendation

For the scale up across the city

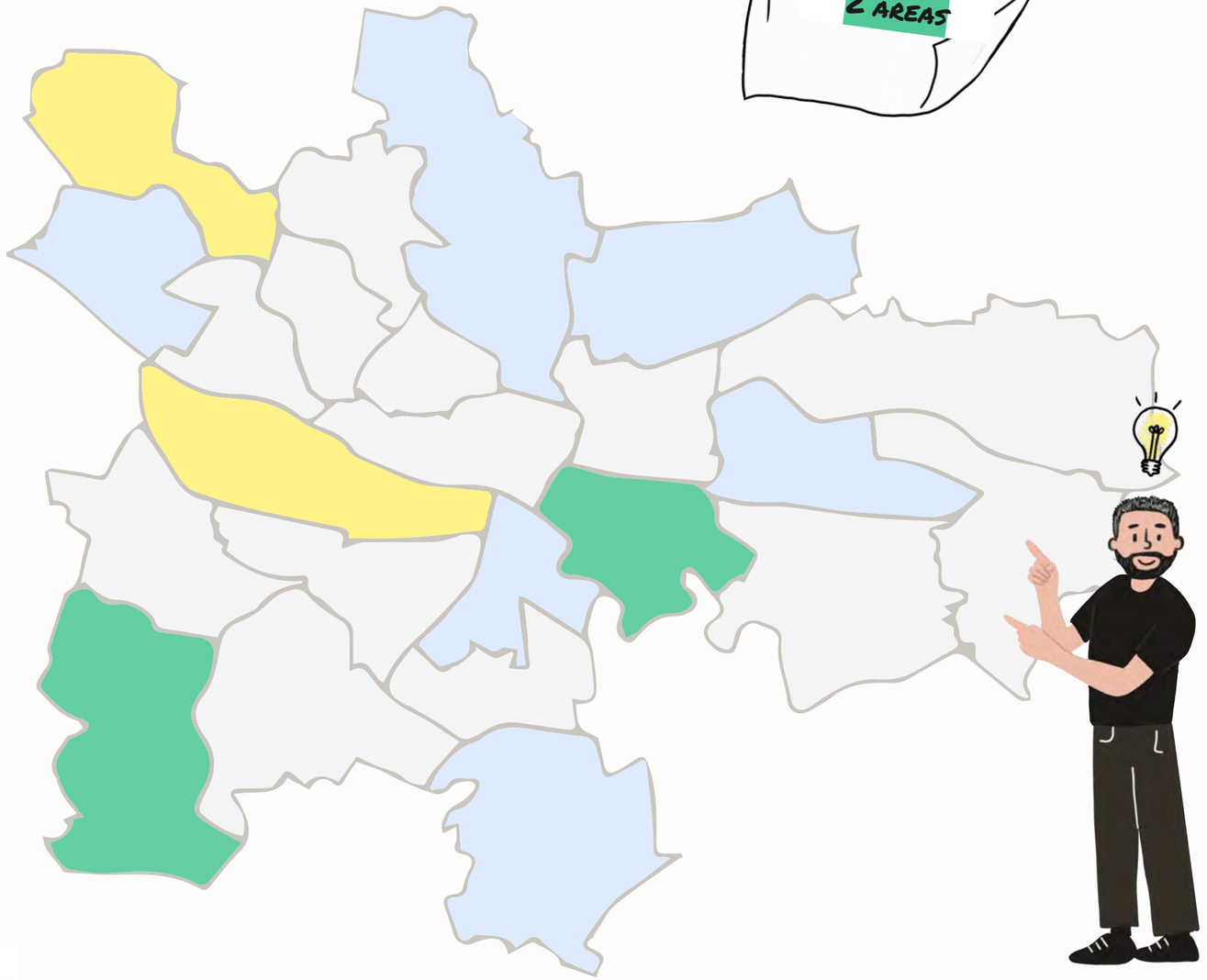
Using the Neighbourhood Infrastructure Fund to lay the ground work for the Child Poverty Pathfinder Programme in 10 Wards of the city.

We have completed the prototype in Calton and Greater Pollok. We think our team would be able to run the next phase in four areas.

However, more resources will be required in the Community Empowerment Team and we will need to build capacity.

Therefore, we suggest running the next phase in two areas, while **looking at expanding the team and building the capacity to prepare for the last rollout in six areas**.

By doing this, by November 2025, we will have completed all the Wards identified for the Child Poverty Pathfinder Programme.



IN NOVEMBER 2023, WE COMPLETED 2 AREAS

BY SEPTEMBER 2024 WE CAN COMPLETE 2 MORE AREAS

BY NOVEMBER 2025 WE COULD COMPLETE 6 MORE AREAS

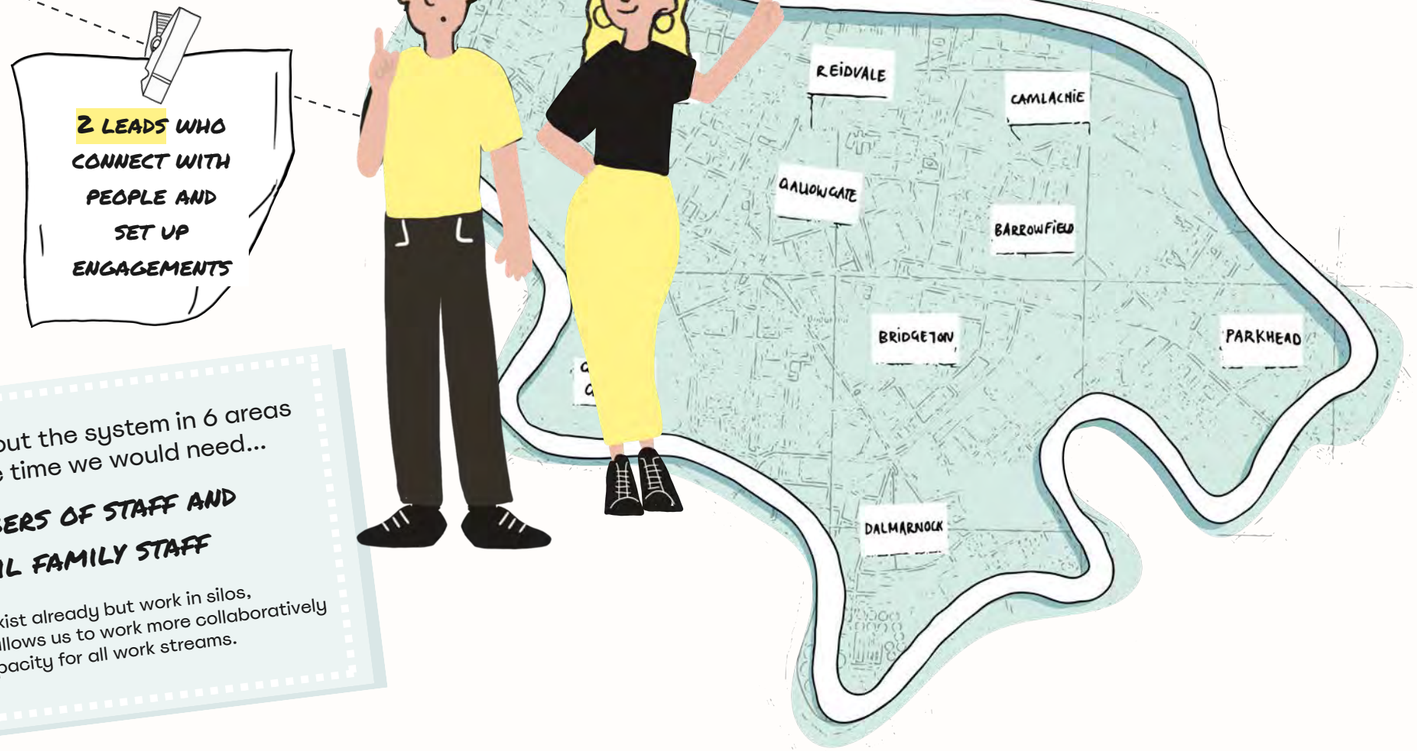
Recommendation

For the scale up across the city

To support the engagement phases we need in each area...



3 Team Members who support the leads across areas



2 leads who connect with people and set up engagements

3 Council Family Partners who have knowledge of the area



*Glasgow Life, HSCP teams and NRS coordinators

If we rolled out the system in 6 areas at the same time we would need...

20 members of staff and 18 council family staff

These roles exist already but work in silos, this system allows us to work more collaboratively and build capacity for all work streams.

Recommendations

The bigger picture

A joined-up system for people, places + services

We need to understand why we want to engage locally - statutory reasons, problem solving, designing services, ending poverty, and more - then design the system that allows us to achieve those goals.

The neighbourhood engagement model we have prototyped and tested is focused on “What could we do with existing resources to work better and smarter at local levels”. It has provided an evidence base for how to scale up the model across the city.



Review Area Partnerships and Community Councils

We need to look at how people and communities are embedded in Area Partnerships and Community Councils models to improve representation and devolved decision making.

Including Young People's Voices

The scale of the challenges that the city faces around poverty and climate change require us to develop a new model of participation, trust and creativity with our citizens. Young people are a key stakeholder in both the city now, and in the future.

Recently, CCI worked with NRS Planning department to develop a creative, engaging and empowering participation model to capture the data required for The Play Sufficiency Assessment. **The pilot delivered a 2792% increase of participation from young people.**

Equalities and inclusion

The equalities sector is under extreme pressure to include people with no sustainable system in place to support them. Glasgow needs to work with community and citywide partners, and Equality leads within Community Empowerment and re-imagine how we might widen participation, engage and co-design with all citizens.

Capacity Building + Culture Change

Creating a citywide system focused on empowering our colleagues, partners and communities to work in partnership will take time and will involve a change in culture at all levels of the city.

Building capacity in the skills for the future will empower our colleagues, partners and communities to work in partnership and find new, innovative, local and citywide solutions that create a Glasgow where all lives are better and people and planet are the priority.