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GetGo Glasgow is a multi disciplinary collective from the Glasgow School of Art Masters courses in Design Innovation and European Design. As a twelve strong team we have been working collaboratively with residents from Glasgow's Wyndford estate to develop a sustainable enterprise. Using design-led activities, the GetGo Glasgow team and Wyndford residents co-created the winning solution of Audi's Sustain our Nation Competition 2010.

This website sets out to share with you how Social Design is helping to co-create a Social Enterprise within the Wyndford community in the North of Glasgow. The reason why the project was undertaken by GetGo Glasgow was to help the community help itself and to grow and become more sustainable and resilient into the future. It's a live project, still ongoing and we hope that this site will be of some value to others seeking to enact similar projects.

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creating getgo

diary

In September 2009, the Audi Design Foundation set a brief under the heading of 'Sustain our Nation'. The brief asked students to design a social enterprise within a local community.

It was a competition project, in which funding would be given to the successful proposal in order to realise the social enterprise. Five topics were provided for the proposals to fit into; health, crime, finance, the environment, and old age. As a group of students meeting together for the first time, we decided that we would initially ignore these five themes. We wanted to design something with and for a community, not impose something on them that we assumed they wanted or needed. To do this, we felt it would be necessary to work together as a team, as we realised it would be a large task to work closely with a community on such a project. We felt that working together, although it would be a challenge of organisation, was the best way to really get to grips with a community's issues in order to create a truly relevant and thorough project.

We decided to brand ourselves as a group in order to present ourselves to the public with a professional image. From the outset we realised that one of the main challenges in a community project is to set the right tone with how we would be perceived as a professional and united group. Having a brand image gave us both a personality and a name for people to remember us by. We spent a day establishing our values and identity, as well as looking at good and bad examples of other social enterprises and companies. We settled on the name GetGo Glasgow because we wanted something fresh, energetic and lively. Working as a group helped us to avoid the stereotype of the 'top down designer'. It is becoming clear that this approach to design is diminishing, and 'fuzzy front end' (Sanders Liz, Simons George (2008) Co-Creation and the new landscapes of design) ways of working, where the designer also acts as facilitator and a communicator between top and bottom, are becoming increasingly relevant. We were clear from the outset that the absolute key to the project was to ensure that whatever we designed would have longevity in the community.

reflections

"Innovation usually occurs when preconceptions are left at the starting blocks of a project and co-creation is adopted as the core driver of a development process."

Barret Jaime (2008) The Hybrid Designer

As the themes in the brief were wide enough to encompass almost anything, we felt we were safe to put them to one side and to fit our enterprises into one of the categories later. This gave us the opportunity to test the 'fuzzy front end' approach to a project.

When we started this project, no one knew each other, and no one had worked together before. Everyone in our twelve-strong team came from a different background of study, from design to engineering to business. We also were from many different cultures, from Korea, Spain right across to the USA.

Due to these reasons working as a team was not always easy. Sometimes we failed in basic communication among ourselves; it was often a struggle to find a common language. Also, bringing together different disciplines and cultures implies a gathering of different perspectives and different ways of working, and therefore the collaboration becomes harder and it is much more difficult to reach a balance. But all that was part of the learning process. The struggle was worth it for the experience we gained.

It is also necessary to point out that the successful result of this project would not have been possible without

the input of those who already had experience in similar projects and could help to form the process. One thing we can be proud of is the openness with which we shared our knowledge and previous experience. That not only made the learning process easier for the 'non' designers, but also notably improved the communication and understanding between the members of the team. It was fascinating that although we all talked about it very differently, we all had a common aim for the project: a feeling that this should be designed with and for the community. What was a struggle throughout the project was to find a common language. Not only were we using design terminology, which in itself can easily be interpreted in different ways, but also learning social enterprise and community language, and then bringing it all together to in an attempt to make sense to the local residents and among ourselves. However, as the project went on, we started to get a feel for each other's stand point, and communication became a lot smoother.

Within a group of students it is very difficult to assign an individual the decision-making responsibility, as everybody has the same level of responsibility for the project. Sadly, we never fully took advantage of our wide range of skills. It would have been extremely beneficial if somebody had been solely responsible for project management and administrative work, whilst having a more democratic system for decision-making. In general, we each took on smaller roles temporarily, completing a task at a time, but not many people stuck to the same role throughout the project. Whilst this meant that we all got to try out and learn a lot of different things, it made it harder to organise ourselves and there were several periods of quite low motivation within the group. As the project developed, it was definitely worth our while to split up into smaller groups to work on the three different proposals. By doing this, it became possible for each of us to take on more individual roles and responsibilities, and it was much easier to motivate each other.

insights

The 'fuzzy front end' approach to the project meant that we were able to design something more tailored and relevant to the community, rather than trying to squeeze the community into the brief.

Working in a large group had its pros and cons. It meant we could process a lot of information, but it also became a huge organisational task, which also led to a lack of motivation. Project leadership was needed, but as we were a group of students, no one could take on that role. It was important that our tutors remained in their tutoring role, and did not attempt to manage the project for us. Managing a community project has to be learned through experience, and although as a group we had the skills to see through such a project we lacked sufficient experience. A project on this scale and level of interaction with the public would be better helped by a leader who had successfully completed projects like this before and was focused solely on this style of working.

Communication between people was sometimes hindered by not having a mutual glossary of design terminology and methods. As a team who did not know one another we suffered from not having the time to bond and understand our own and each others skills and roles within the team.

Greater appreciation of the variety of our backgrounds would have benefited the project. This was perhaps where a project leader would have really been of value, as they could have taken advantage of everyone's strengths. If we had been working as part of a design consultancy, we would have all been assigned roles and expected to carry them out, in this case, however, we felt our way into roles that were comfortable for each of us individually.

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design research tools

diary

In order to engage the community, gather their opinions and decide upon a theme relevant to them, we created a variety of design research tools. We tried so many because we didn't really know what was going to work. Some were more successful than others, but by using them all we collected a vast amount of information.

Initially, we contacted different community centres to see which area would be interesting to work in and who would like to work with us. Maryhill Community centre and Ruchill Community Centre were the most encouraging, so we started from there and set out walking around the local areas and stopping people for a chat. In order to get as much research material as possible as we headed out into the different areas, we split into groups.

We tried to document everything that we did, using photography, video, notes and sound, in order to visualise our research but also act as a memory aid. We developed tools as we went to help us engage with the community better and tease out more meaningful answers to our questions.

Whilst wandering around Maryhill, we stumbled across the Wyndford estate, and it seemed like the perfect place to work with. The defined physical boundaries of the estate meant we had a specific area to work in and we soon learned that the estate has its own characteristics and particular issues separate from the rest of Maryhill.

After gathering all of this research material, we synthesised the information to find relevant insights and spot patterns between it. We analysed and re-analysed our research in order to pinpoint issues, insights and opportunities. We started by mapping out all of the information we could on the walls of our studio and then distilling it down until we had insights and opportunities we felt satisfied with.

The most frequent comments we heard were that there is nothing for young people to do and that there is no community hub. The biggest issues were seen as crime, particularly drug related and anti-social behaviour. In Wyndford there is a problem with certain 'no go' areas of the estate which include the area around a small recreation centre and the football pitches. The playground is derelict, all the play equipment having been removed due to vandalism. With no facilities or activities for young people it is not particularly surprising that anti-social behaviour is rife.

reflections

We discovered that a good design tool should not only engage the user and be able to inspire both unique and comparable answers from them, but should also look impressive and effective in presentation.

The role of design tools is not simply to find something out, but also to provide visual justification for the decisions made within the project. Design research tools often focus on gathering qualitative rather than quantitative data. The results of some quantitative research can provide an immediate impact on the viewer, for example through shocking statistics. However, it is not always easy to interpret the deeper meanings behind the findings. For this, qualitative research methods are key. Qualitative methods such as those used, create another level of impact. It is powerful to see a photo of a boy holding a sign with his handwritten comments. It is important to have a mixture of tools that can provide both visual impact and investigate issues more thoroughly.

It may have been an interesting exercise to design communication tools for our own use, as one area where

we sometimes lacked successful communication was amongst ourselves.

The different tools that we used either focused on more open or more direct questioning depending on the situation. Some of the tools were far more successful than others. Whilst out in the community we came across some extremely inspiring people, but overall there was a general air of defeatism. The different tools were excellent conversation starters, although generally the most interesting insights came from the questioning that followed. As well as helping us to gather more insightful information, the tools were equally important for showing us engaging with the community, which increased our credibility with other community members and stakeholders.

When we took all our research back to the studio to analyse, it was a real struggle to distil all the information down into key insights and opportunities. It took several attempts to get right to the bottom of the information, as it was so easy to think we had got there, only to realise that we still didn't have the very core of what we were trying to get at. Distilling the information too far was an issue as you can easily create insights that are too generic to be insightful. What made it particularly hard to really analyse the information was that we were not getting wild and indulgent wishes that needed to be reduced to the core needs behind them. Many of the things that people were talking about were very basic, as there was, really, very little happening in and for Wyndford.

insights

The simpler the design tool, the more effective it is. It needs to be easy and fun for the user, and also have a high visual impact.

Time is needed to fully understand the depth of the information. Visualisation of information flow can help aid a better understanding for the designers, helping with the formulation of key insights and a deeper understanding of the situation in hand.

It could have been better communicated within the team how to capture information or how to effectively use the tools. In some cases, insights and ethnographic observation was not documented clearly enough for later reflection. We would have benefited from a clear plan of action.

The use of design research tools within a project is just as important as its design. The responsibility of using the tools has to be appointed within the group or you will end up having tools that are never used. Good use of tools also requires certain personal qualities and skills: outgoing, capable of adapting the tools to the specific context and control of the local language.

Conversation Starters

These acted as good ice-breakers, it was easier to start a conversation with people when you had something to give them. They were also really useful for getting our brand out and about within the community; within a week we were already known as the people with the lollies! We didn't get much of a response to our request for text messages with ideas, but perhaps asking people to take the initiative to start the conversation was expecting too much.

Tea and biscuits also worked well as an ice-breaker. Surprisingly, kids were the most excited about getting a cup of tea, which perhaps shows the lack of things to do for the younger generation on the estate.

The Wish Board

The wish board was particularly good as it was easy to get people to use it but was very open so the answers could be as wishful as the interviewee liked. One boy of around ten years old came back three times to give more answers and was very keen to engage with us. Talking to this boy on that first visit was extremely

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inspiring and made a huge difference to our decision to work in Wyndford, giving us the feeling that the community had great potential and could benefit from the project.

We got many of our most powerful insights and imagery from the wish board. However, it also brought up an interesting issue that many people on the estate did not want to be photographed with their opinion written down and clearly visible.

The Maps

The map board was an interactive tool, asking people to place markers on the map to show where their favourite places on the estate are, where they are afraid of, and places they would like to improve. It was our most demanding tool, and turned out to be the least successful. It scared some people away because there was so much information on it, and the questions implied too much rather than being open questions like the other tools.

His tool could potentially have had negative effects on participants. When making the issue tangible, in this case, the lack of activity in Wyndford visible, participants could feel down about seeing the 'hopeless' situation in its entirety. This was something we were not really aware of when we went into the estate.

Having just a map on a card was more effective, because we could still ask very open questions using the map as a question prompt, or for gaining extra information. Had we gathered different results from this tool, such as geographical pinpointing of problems, this tool could have provided impressive visual findings. Sadly most of the people we spoke to said the whole area needed improving, or perhaps to be bulldozed! This tool would perhaps be more effective in a different situation.

Door to Door Interviews

This was also a really beneficial research method, giving us a really good overview of how the estate works, and also allowing us to meet some of the community champions through knocking on people's doors. Through the community champions, we slowly started to build up our network within the community.

Knocking on doors and finding our key local champion was lucky, especially that we did find him early on, and as more interviews took place, the group began to piece together relationships within the area. Without the help of Wyndford's community champions, this project would never have become what it was.

Stakeholder Interviews

As well as talking to the community members themselves, we felt it was important to see the community from the other side of the fence. Therefore we interviewed various local stakeholders. This was vital in order to get a variety of different opinion and if we wanted support for our enterprise, it is good to have local stakeholders on your side.

It was really insightful to interview the local housing association, CUBE, who although initially showed a lot of interest and enthusiasm for our work, unfortunately, never found the time to talk to us after our initial meeting with them. We also interviewed local councillors, youth workers, the local priest, and employees of the Glasgow North Regeneration Agency, among others.

Underlying this is the sense, not uncommon, of frustration in communities such as Wyndford when dealing with high levels of bureaucracy and lack of interest from those official organisations that could make simple changes that would have huge impact on people's lives.

It is important to note that whilst we had the attention of someone using the quicker and higher visual impact tools, we would ask further questions in order to understand the context from which people were talking.

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working with the community

diary

After an initial research phase using some of our design tools, the decision was taken to focus on the Wyndford Housing estate in Maryhill, North Glasgow. We discovered as part of our desk research that statistically Wyndford is one of the most deprived areas in Scotland.

We identified quickly that there were many potential project opportunities in the area. Given the amount of long term issues in the area, there are often outside groups coming in promising to improve things and then not delivering. We aimed to avoid this at all costs.

Working with a community requires building a lot of trust, especially if a sustainable solution is to be reached. As we were a group of strangers in the area, we had to build up trust from scratch, even though as design students, mainly middle class and/or foreign, we may have appeared to be slightly dubious. Being a mostly female group, however, may have helped. The research tools also provided a start in gaining trust in the area.

In an attempt to fight the recent school closures on the estate, a group of active community members had created their own network for community action. Whilst carrying out door to door interviews and talking to people on the street, we stumbled across a few of its members, and in particular, Franny. Franny invited us to help the community resurface the local dilapidated football pitch in an attempt to embarrass the council into action; a long overdue redevelopment of not just that football pitch, but other play areas around the estate.

We ensured that there were at least a few people from GetGo each week to help out with the resurfacing. Through helping out with this project, and providing a lot of hard labour, we gained a lot of respect from the community members who were also involved. As Franny told us, they are so used to being let down that they were quite taken aback that we kept on coming back to help out. The persistence really paid off; when it came to inviting people to our co-creation workshops, they felt obliged to come, if nothing else, in return for all our help.

We also got involved in going to other action group meetings, where we could show that we were really interested. There is a lot going on if only you look for it. At one of these meetings we delivered a convincing pitch of what we were doing to Allison, who ran a local community centre. Alison, a resident of Wyndford, proved to be another community champion being the secretary of the community council which has direct links to the CUBE housing association.

After helping with the football pitch, attending a variety of community meetings, and a few meetings in the pub of our own, we had a strong base for working with a community of active citizens. This fitted well with our goal for our social enterprise, which is to encourage more people to be active within their community.

reflections

Working with a community requires a lot of input and energy to get people to talk to you, trust you and want to work with you.

When we attended the Community Council Meeting in December, the Council board were really enthusiastic about our work, and defended us against the initially sceptical stakeholders. They also invited us for drinks afterwards, and at this point it slowly dawned on us just how involved we had become. There was a realisation that there are a lot of moral issues involved in doing a community project like this; now we had excited the community and got their hopes up that we could really do something, we felt very strongly that it

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simply would not be an option to give up should we not win the competition. It felt like we had really walked into this situation blindly, very unaware of the consequences of our actions. More support and input from people who have been through this experience before and how to deal with the situation would have helped us to deal with this problem. This raises issues about project timings for such projects within academic institutions and the lack of experience within those institutions of running such projects. The commitment that must be shown has to be in long term, it does become personal. Perhaps this is why so many attempts at initiating social design activity to create social enterprise regularly fail to materialise.

It was, however, also really rewarding to work with a community that really wanted change. It was an amazing feeling when people turned up to our workshop and wanted to work with us. The enthusiasm we've had from some of the community members was inspiring, especially how the Community Council Board stood up for us in front of so many key stakeholders. It gave the feeling that we had really got through to the community with our approach, and that we could really be proud of what we had done. It was also really positive that two key community members wanted to come with us and help us present our proposals to the Audi competition panel. It proved that we had made a joint effort, and that community members had started to take on some level of ownership for the project.

insights

Support is essential for people taking on community projects. We had no idea what were getting into, and finding local meetings is a good way to get into the network of a community.

People already within the community are very interested in anyone who is interested in them, which makes starting a dialogue much easier, both between community members and stakeholders.

We were really lucky to have met the people we did on the estate at the time we did. Without the support of Franny, Alison and Frank the active citizens in Wyndford, the project would never have taken off in the same way.

Co-ownership of the project outcomes has been absolutely key in order to create an enterprise that the community would support, use and sustain, which we tried to achieve through our co-creation events.

co-creation workshop

diary

To kick-start the event, we played a short motivational video that conveyed the information we had so far gathered, our presence in the community and highlighted the key insights we had gained.

We divided the community members, stakeholders and us into four work groups at separate tables. So that we could develop ideas for the most relevant issues, each table voted on which of the key insights they felt was most vital to work on. The teams then played a dice game to loosen minds towards thinking of innovative ways of addressing the issues, brainstorming how it could be tackled with different criteria, for example, as a caveman, with an unlimited budget or with no money at all. Another vote decided on the best idea to take forward, for which a six-stage storyboard was produced to show how the idea would work.

Each group then presented their storyboard to the other workshop participants. The resulting four ideas presented were the Super Dooper School, The Wyndford Community Centre & School, The Wyndford Olympics and Green Gorillaz. The event went extremely well and the participants had a good time, saying it was a very interesting way of working and wanting expressing interest to for being further involved in the project.

reflections

We believed in the importance of holding a co-creation workshop for many reasons...

The first and foremost is the idea presented in the book 'We Think' by Charles Leadbeater, namely that innovation and good ideas cannot be generated with a top down approach. Instead, the community must be consulted and involved directly in the design process to create more suitable solutions from the onset. Also touched on in Leadbeater's book is the idea of pride in one's own work, along with peer recognition. Through co-creation, we understood that the community would feel much more involved in our project, and therefore willing to work further with us. Motivation to work for the project would be greater if they could recognise their ideas in the concepts developed. Creating this sense of ownership was absolutely key in order to create an enterprise that the community would support, use and sustain.

To run a workshop that would make sense to the participants, and allow them to work in a creative way, developing a set of tools that would enable this was essential. We studied the techniques that we as designers use to generate ideas, and tried to adapt them for non-designers. These techniques were inspired from our own project experiences, and also drew from sources such as the Design Council Method Bank, and various other case studies from service design studios such as Engine and sedes research. A mock-run of the workshop in the studio also helped us to ensure clarity in the way the workshop was run: both as a test for complications and to ensure that we had the ability to guide participants smoothly through.

The number of community members who attended the workshop was impressive, about 10 people, and could be directly related to our help with the football pitch project. It was disappointing, however, that more stakeholders did not show up. Councillor Alex Dingwall pulled out at the last minute, and of particular regret was the lack of representatives from Cube housing association.

Yet those who were there impressed us with their engagement in the workshop and the range of interesting ideas that came out of it. Their enthusiasm was amazing, as was their willingness to try out new things.

However, we had to ensure that we actually didn't take the idea of co-creation too far. Whilst co-creation is really great for generating ideas, and also as a measure to ensure that ideas developed are appropriate

for the community, it was not possible in this situation to fully develop the ideas into proposals through co-creation. This was particularly the case as the structure of the competition that initiated the project was rather complicated, calling for external deliverables that would have confused the process of co-creation.

The co-design workshop left us on a high. The ideas developed were workable into real designs, and the feedback was positive. Community members said that it had been fun, and the stakeholders who attended were pleasantly surprised that it had been more successful than they thought it would be. It was a humbling feeling that these people wanted to give up their time for us, and the pressure to deliver built up. With the community members, it felt like a more personal relationship was being built, contributing to our motivation of striving to deliver especially to them.

insights

A co-design event helps to gain the trust of the attendees. It also provides a starting point for ideas and the justification that whatever comes out of the process comes straight from the mouth of the community. For us, the workshop gave a renewed sense of commitment to the community, and a fresh burst of motivation.

Even the run-through of the workshop rekindled motivation and direction for the project, as generating some ideas showed that it was leading somewhere. A co-creation workshop is a milestone in a project such as this, as it brings together the spread of half formed thoughts that come from starting with a 'fuzzy front end' and feels proactive.

Communicating the right tone of such an event is very important. An accessible approach helps to do this, as does a feeling of mutual advantage and a mutual basis of trust. By helping out in another community project, such as the football pitch, a tone was set that we could benefit from each other, rather than us being there to rescue the community.

One event is not enough to not secure trust though, maintaining meaningful contact is also necessary. Once again, being involved in another regular community project helped to create this pro-active contact. Resurfacing a football pitch every Saturday by manual labour in autumn and winter definitely counts!

Teasing out ideas from people not used to working in a creative way is a challenge. Facilitation in itself is a skill. A lot of listening, understanding, thinking and speaking on the spot, along with thinking about how much to input your own creativity and ideas, or just listen. Choosing to listen more seemed to fit with our ethos, yet only listening and not directing the conversation does not push the participants far enough. It did, however, fulfil its aim of gaining trust. It helps to throw in ideas to move the conversation in different directions and to provide inspiration.

A co-creation workshop is part of a process of development. From our experience, it does not end in The Perfect Idea. Ideas directly from a first brainstorming are not as finished nor as captivating as they can be pushed to be. This challenges the belief that a hugely exciting idea will be derived just because it was co-created. Co-creation in itself is interesting because of what it means to the parties involved.

The role of the designer at this stage was firstly to facilitate the workshop, which was perhaps possible because of our outside position in the community. The second role is to see the potential in ideas generated at the workshop, and be able to form them into a functioning solution. At this stage, the outsider's perspective is valuable, as it means the creative process is not restrained by preconceptions and long term issues.

proposal development

diary

Back in the studio, we analysed the ideas from our co-creation event to work out what should be further developed into a proposal for the Audi Foundation competition.

We categorised the ideas in order for the proposals to be distinct and therefore give us the greatest opportunity in the competition. We took forward three proposals; Green Gorillaz, ListenUp and GetGoing!

The group divided up based on project interest and team working skills in order to work on each of these proposals. At this initial proposal stage, all that was needed was a written submission in which we had to answer a variety of in depth questions in only 200 words. Whilst waiting for the results from Audi we planned and held a second co-creation event in Wyndford, to reconnect with community members and explain the submitted proposals, gain feedback and develop them further. This was extremely important to regain ownership of the ideas for the community members and for us to find out where possible problems lay.

Just before Christmas we found out that two out of our three proposals had gone through to the regional final of the competition; ListenUp and Green Gorillaz. This left us with a tough decision to make on how to go forward. We were concerned that continuing with two projects in the same area, and using the same community champions, would be confusing for the community members, Audi and ourselves and it could lead to two mediocre outcomes. However, we also felt that it seemed silly to reduce our chances in the competition by only continuing with one proposal and it would be extremely difficult to decide which it should be. We thought that the two proposals were different enough to continue with both as long as we were careful as to how we proceed with the community members. The four GetGoing! group members therefore divided between the two successful proposals.

We were invited to present the two projects at the second ever Wyndford Community Council (WCC) meeting. Here we made new contacts with members of the school development site team from the council and GCSS (Glasgow Community Safety Services). Presenting and answering questions here was a great opportunity to get the ideas out to the key stakeholders. When questioned about community involvement the board of WCC jumped to our defence, confirming their commitment, which was particularly encouraging to see.

GetGoing!

The GetGoing! proposal came directly from the Wyndford Olympics idea developed during the co-design workshop. Within the GetGoing! team we brainstormed the different opportunities for the enterprise which was based on a system of fundraising and funded activities.

The idea was to set up a programme of activities and events for the community. Some activities would raise money, such as bingo nights, and the proceeds would go towards paying for other activities, such as free running classes. The success of the events would be analysed by a board, which would also organise the next activity. The idea was to utilise the many promising spaces on the estate, as well as bringing together different generations and re-establishing a community spirit. Our research showed us that the older generation would like to have the opportunity to provide something for young people to do. There are no events that they can do together and hardly any facilities for young people at all within the area. The activities would provide opportunities for improving communication and teamwork skills, developing interests in sports and arts, increasing confidence, improving health and fitness and above all having fun. Evaluation was the key to this enterprise in order to provide the events and activities that the community most wanted and needed. We would have provided tool kits to help the community team with ideas for events, methods of

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evaluating, hints and tips on how to plan activities and where to look for help.

It was extremely difficult in the first proposal stage to confine our work to the competition's word limits. We learnt a lot about the amount of depth in some areas that are necessary, but how some parts, that seemed to us to be more important, had to be glossed over in order to fit within the competition requirements. It was disappointing that this proposal didn't go through to the second round of the competition, as we felt it actually had quite a lot of mileage in it, and could have definitely made a sustainable business proposal. However, it was beneficial to have worked on GetGoing! as the team gained experience and developed ideas that were later transferred into the other two proposals.

ListenUp

ListenUp was a social enterprise that builds communication and interaction between community members and stakeholders. The idea was to use creative methods of communication in order to get the most possible community involvement in consultations with stakeholders. The better quality of information gathered and the most community members actively involved in the future of their area, the easier it will be for stakeholders to take better decisions. The outcome would provide greater value for the community through increased use of amenities and resources and greater value for money on stakeholder investment.

ListenUp is a system. It works to bring the community and it's stakeholders together through the use of tools that gather, analyse and present information in an accessible and creative way. The enterprise is made up of a Superhero and a Design Intern who work together. The Superhero would be an active community member who takes on the role of project manager and the Design Intern a third year product design student at GSA who would work as a Creative Director of the enterprise. As the system works, a cumulative cycle of success should follow as increased action based on co-creation comes from stakeholders and further community involvement is encouraged. The system can work either through consultation initiated by stakeholders, for whom it is a requirement to hold community consultation, or by community members if there is a particular issue that they feel needs to be addressed. The specific prototype opportunity of the development of the Wyndford school site, as well as interest shown by the Community Council and GCSS, were very strong points for ListenUp.

ListenUp was based on ideas that came up in the co-creation workshop, as well as our extensive research, where it became clear that there is a lot of animosity towards stakeholders from the community, mainly due a lack of communication. It also became apparent what a complex process consultation is, and we spent a very long time attempting to work out how ListenUp could really function.

What became clear whilst we were developing the proposal for ListenUp, is that despite its relevance and importance, ListenUp was not really a social enterprise, as it did not really have a money making aspect. We managed to integrate some ideas to help generate income, but they felt somewhat like a side issue and that it had compromised the fundamental values behind the idea of ListenUp. This realisation reminded us how it is so easy to run away with an idealistic thought, and to forget the business side of the proposal. We had contact with the organisation (Glasgow Community Safety Services, GCSS) who are revamping the old school building in Wyndford, and we believed that with funding, we would be able to provide a genuine and valuable consultation service.

The project was pirched at the regional finals. However, the presentation focussed more on clarifying the proposal than selling the concept. This may well have been a key factor on ListenUp not being chosen by the judging panel. ListenUp was more system based and transferable but therefore more difficult to evaluate and ascertain its success. It seemed to us that Audi wanted a project that they can use to demonstrate their commitment to supporting communities and social enterprise. The Green Gorillaz proposal was extremely effective as a pitch and its focus on energy and enthusiasm seemed to strike exactly the right tone.

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Green Gorillaz

Green Gorillaz aimed to bring together groups of the community with similar interests. Its particular focus started out with improving the physical environment of the estate, but later moved on to connecting any one with any similar interest in order to re-establish a visible community spirit. Through both offline and online networks, Green Gorillaz will provide a platform for interest groups within the estate to apply for funding in a Dragon's Den style meeting for their particular activity. This idea is so simple, but responded to the wishes of the estate: to re-establish a community hub.

Green Gorillaz aims to create groups of similar interests that appeal to all generations on the estate. It is important that it does not create more segmentation between the age groups. Through this cross-generational platform, knowledge transfer should take place, whether new parenting tips, learning how to fix a bike or the different places to go for a beer. With deeper connections developing between the residents, hopefully Wyndford residents will be able to feel a deeper sense of pride and ownership in their community.

In the long term, Green Gorillaz should become self-sustaining, with a sub-committee made up of community members, and two 'Chiefs', responsible for running Green Gorillaz. The sub-committee will be the Dragon's Den style panel, deciding which interest groups receive what funding at quarterly meetings. We hope to hand over the enterprise enabling the community to fully own it, and ask designers for support when and where it's necessary. Glasgow School of Art will provide the community with a network of young designers to help run projects, and provide background support with both concept development and provision of promotional materials. We hope that eventually GG can become self-funding, with some activities raising money to fund others.

Once back from the Christmas break we pulled together the presentations for the regional finals that were held in Newcastle on 17th January. We split the presentation up into a combined research presentation and then the individual proposals. Two of our community champions, Franny and Frank, came along for the day to present with us and show the community's support for our work. We were all happy with the way we presented and felt we did the best we could. We were asked some challenging questions by the panel but managed to answer them all and give a good impression of ourselves and our projects. The judge's decision seemed to take a long time to come and it must have been a close run thing with many good proposals. Green Gorillaz had won! It felt like such an achievement that Green Gorillaz came out as regional champions, securing £10,000 funding for the enterprise and the community of Wyndford!

Everyone was surprised, excited and exhausted by the day and amazed by the result. On the train back to Glasgow, Franny phoned all the community members we'd been working with to let them know the great news. However, it suddenly dawned on us that was when the real work had to happen. We had secured funding for the project and now had even more of a responsibility to see it though. The opportunity to win another £10,000 at the national finals was an amazing prospect.

Just imagining the difference that the money could make to Wyndford spurred us on to further develop the proposal, hone the presentation skills so that we would wow the judges in London. It would be important to show how the extra money would benefit the project and how it would be used. We also wanted to show how the project had moved on since the regional finals, so we held an event to introduce the new chiefs, Franny and Frank and the new design interns that would be helping to support the project for the next year. We also asked members of the community what they would like to see happen with the money. Due to the hard work and diligence of all involved, it came off and Green Gorillaz can call itself national winners of Audi Design Foundation's Sustain our Nation competition.

reflections

Design can, and should, play an important role in social enterprise. Through our research process, we

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proved the benefits of using design to provide creative ways of engaging the community, and how effective this can be.

People were more willing to speak to us because we didn't just ask them to fill in a questionnaire that they will never see the results of. Designers often act as facilitators between various groups, and this works well because part of the role of the designer is to be able to communicate clearly with all types of people, which means that we could deal with all the different parties involved and help them to communicate their ideas to each other. In the way we approached this project it could be said that we were designers who are specialist generalists, and like in many other projects, we didn't really have any specific knowledge on this topic before starting. Being new to a topic can be a huge benefit because we were prepared to go out there and ask people really obvious questions, and started right from the very beginning, so we could build up our own picture of the situation. This meant we found some key insights that may seem very obvious, but we suspect are normally overlooked by others who have more experience in the area and aren't necessarily able to address an issue with an open mind.

Design is useful within social enterprise due to its ability to be flexible, change and respond to issues as they come up. Throughout our research process, we continually developed new tools to find the perfect solution; when one didn't work, we went back to analyse why, and changed the next one accordingly. It could be said that social work is tied down by a lot of bureaucracy, which makes it a very slow process. Integrating design into this process could help to loosen it up and keep projects moving forward. Although design is relevant and useful within social enterprise, it must be firmly placed within an interdisciplinary team who can deal with all aspects of a business; from finances to legal matters. It is important in such teams that everyone must have a sympathy with and an understanding of the design process.

The success of a project of this type hinges on effective communication and liaising with both community members and organisations. Many people have had to give up their spare time to talk to us and come to our events. The time commitment it takes to keep up this level of communication was always an issue. Passing over the project to third year interns proved very difficult. The community members and stakeholders knew the original team and it was extremely hard to be able to effectively brief the new interns, as well as get those they need to work with to know and trust them. Our relationship with the community has been one of the key reasons for the success of this project and it would have been a great waste if that was lost through the hand over.

There is still an unavoidable conflict in this type of project in providing the community with a sustainable outcome and not over-committing. We tried to address this with the support system of third year interns and mentor network but it is imperative that this is tackled at the very start if a project of this type is attempted again.

Whether we won the competition or not we wanted to be able to leave the community with a project they could run. However, once we had won, there was an added responsibility to the community members and to the project. We found ourselves with £20,000 and needed to put in place all the necessary facilities to make the enterprise work.

The way that this project was set up by Audi has always been a concern to us. The comments that we received from the judges were somewhat confusing as they were surprised by the amount of work we had done with the community. However, the idea of being able to run a community project and set up a social enterprise without real interaction with those who will use and run it is a rather paternalistic concept and would lead to imposed outcomes that lack longevity. The way we managed the project, giving the community ownership of the ideas, tackling real issues that the community came up with and giving them the belief that they can sustain the enterprise over time was a far more worthwhile and hopefully successful way of working. The judges at the regional finals still did not really seem to understand the way we had worked and the inclusion of the community members, which was very disappointing. This was perhaps our fault as we did

not push the issue with them but it does show a rather old fashioned 'author designer' approach.

The pitches had to have the right tone to promote understanding and excitement in the judging panel on some level. The ListenUp presentation focussed more on clarifying the proposal than selling the concept. This may well have been a key factor on ListenUp not being chosen by the judging panel. ListenUp was more system based and transferable but therefore more difficult to evaluate and ascertain its success. It seemed to us that Audi wanted a project that they can use to demonstrate their commitment to supporting communities and social enterprise. The Green Gorillaz proposal was extremely effective as a pitch and its focus on energy and enthusiasm seemed to strike exactly the right tone.

insights

One of the most valuable aspects of working on three proposals at once was that ideas generated in each could then be worked back into other proposals. This results in the best possible outcome for the Wyndford community, as well as a proposal that is likely to be successful in the competition.

Constant refinement of ideas helped us to hone the perfect solution, which was a result of all three concepts being developed simultaneously and informing each other. It was important to find a self-sustaining concept that didn't rely on outside funding to work. If this is not achieved, then the enterprise becomes more like a charity.

Design plays a useful role in social enterprise because it keeps the research and development processes light and flexible, able to adapt to different situations and to the requirements of different parties.

Design research tools allowed the people being interviewed to see the direct input they were having in the research, rather than filling in a questionnaire, which helped to encourage enthusiasm for our project. As the tools were lightly branded, it also helped spread our name and attach the right 'listening' and 'active' values to it.

One question that has been raised by this project is whether design can take an impartial role in this sort of situation, and provide communities with tools to become more self sufficient and more resilient. This question can only be answered after the project has been fully implemented for some time.

Being in an environment where ideas can be kept open and shared among ourselves, rather than kept secret and not discussed, helped us to develop a stronger concept, a deeper sense of commitment to the community and greater respect of the value of teamwork. We tried to consider ourselves as design agency working on three different projects for the same client. We could then easily redeploy ourselves depending on which concepts went through to the next stages of the competition.

keeping momentum

diary

As we set out at the very start, the sustainability of the project was an imperative, as we would otherwise be letting the community down. In order to achieve this, we started setting up a network to support Green Gorillaz. From the community we recruited people from the Community Council and the Wyndford Residents Association to form a sub-committee.

To support the sub-committee in future fundraising, problem solving and creative input, we put in place a support system at the Glasgow School of Art, including some third year product design students who are to act as design interns to the project. To help support them with experience and knowledge, we have also established a professional online mentor network through twitter.

The backing of the GSA will bring longevity to the project as well as continued community outreach. Income can be generated through further grant applications, for which we are providing the groundwork. Between the regional and national finals, we put in place some real, tangible outcomes of the proposal. We launched the website wyndford.co.uk as well as sending out flyers and gathering opinion on the groups that community members would like to be set up.

In February we launched the enterprise at an event where we presented the Green Gorillaz proposal, had a 'swap shop' with mystery prizes, gave community members the opportunity to propose groups and explained how to get involved. We received numerous e-mails from community members, councillors, students and stakeholders who all now want to get involved with the project. MSP Bob Doris got in contact, and even passed a motion in the Scottish Parliament congratulating us. We also had press coverage in the Evening Times amongst others. It was certainly interesting to see how much more notice you get when you have actually won something!

All along, one of the major challenges was trying to get the housing association involved in the project and to encourage them to work with us and the community, rather than battle against us. The Green Gorillaz enterprise works without their involvement but it is a real opportunity for them to increase their presence and reputation within the community and help make some really great things happen. Working to improve our relationship with them is ongoing and hopefully we can really start to collaborate as Green Gorillaz projects start to be implemented.

reflections

Throughout the project there were both highs and lows with periods of real excitement that good work was taking place as well as times that the group seemed to lose heart and lack motivation.

Green Gorillaz winning the regional finals was a real achievement and particularly important for the community to be able to get behind a successful project and have the financial backing to make it really happen. This brought a real buzz to the project and excitement within the community. Green Gorillaz seemed to be a good project for Audi to support, with specific project deliverables that are more easily evaluated and maintained.

Winning the national final was even more of a fantastic achievement. It was extremely exciting to see what hard work can achieve. However, it also brought into stark relief what a daunting task we were now facing. The whole team was now supposed to be working on different projects for their masters degrees but were having to give up time in order to make Green Gorillaz happen. The responsibility to the community was huge and we had £20,000 that we needed to make sure was spent wisely. The only way to achieve this

seemed to be to put Green Gorillaz on hold for a little while as finishing our studies had to take priority. However, even if we weren't actively pushing Green Gorillaz, a good deal of time and effort still had to be put in to make sure the community didn't forget about us and the project would be ready to go once we had the time to really push to make it happen.

insights

There will always be periods of low motivation when working on a long term project and in a large group. Managing these periods and keeping the team spirit up is absolutely key.

The successes within the project should be used to push it forward and keep momentum going. Running a successful co-creation event and of course, winning the regional and national finals were perfect examples of where we could really see the results of our hard work and what it meant to the community members.

Managing a project like this and keeping all parties up to date and informed is extremely time consuming and very difficult to juggle with other things going on, especially with our lack of management structure. However, it is worth the struggle.

Working so closely with a community creates a lot of responsibility that you won't let them down and let all the hard work go to waste. This was something we were not aware of when we started the project and perhaps should have been. Setting up a support structure at the Glasgow School of Art is one way of helping to provide ongoing design support for the project, but we have struggled to hand the project over. This is perhaps because the project has never been ready to hand over to a new team, part of the implementation phase is to bring the project to a point where it can be looked after and further developed by others. Although we are not there yet, it definitely feels like we are on our way.

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implementation

diary

The implementation of the Green Gorillaz project is an ongoing process...

To date we have developed the constitution, and Wyndford has elected members to the management committee. Meetings are monthly and the community is increasingly running these alone and taking ownership of the project itself. The bank account to manage Green Gorillaz is being set up. Proposals have already started coming in, with the first coming from the Mothers and Toddlers group and asking Green Gorillaz to provide them with much needed equipment. This is an excellent pilot project and will provide much needed experience, publicity and visibility for Green Gorillaz within the community. Furthermore, there is a proposal for allotments and/or a community garden to be developed under the Green Gorillaz project structure and this, it is hoped, will link to the café at the newly opened community centre.

The official launch for Green Gorrilaz was on Saturday the 16th of October at the Maryhill Hub, Wyndford. It was a fun event for all ages and included a magician, a story-teller, face painting, a bongo drums session, circuit training and a screening of the Jungle Book film. It seemed to go down well with the community with over 100 people attending. Members of the Green Gorrilaz were on hand to talk about the project, hand out application forms and ask people to post up project ideas. There was an enthusiastic response from all ages of the community giving Green Gorrilaz much food for thought and a lot to be proud of as we move forwards.

It is the first time that the Wyndford community has had the opportunity, resources and responsibility to shape their community on their terms. They are beginning to do this and in this lies the route to true sustainability. From the designers perspective it has been a good lesson in patience and empathy. Patience from the point of view of not moving too fast and empathy with a community finding its feet and power. The trick here is to encourage not impose. This takes time and not an inconsiderate amount of energy. All of us are again in new territory.

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comments

The Wyndford Community

Franny

"It's great how the students from GSA have helped the community get to the launch of Green Gorrilaz. There willingness to engage with us has been fantastic"

"Through the first project with the toddlers group we hope to show what the Green Gorrilaz can do"

"Coming up will be the Garden Gorillaz Group which will help sort out the pensioners gardens and then start to clean up the neighbourhood"

Franny is a founder member of Green Gorillaz and has been with the project from the beginning. He was one of the community members presenting at the regional finals of the competition. He says that Green Gorrilaz has created a new community engagement. He is frustrated by the lack of action by the City Council to improve areas of Wyndford, his reaction to this is "If you don't do it, we will." He wants to help the pensioners get their gardens sorted out in Wyndford and through that develop skills which transfer vegetable growing on community allotments.

Frank

"It's good to be here at the launch, it takes time to develop these things but finally Green Gorillaz is coming together and working well now. Hopefully it will create good opportunities for the community"

" We need to create some cool activities for the twelve to eighteen year olds, extreme sports possibly, something of quality for the kids to get into. They're not all bad and it's usually just one or two who spoil it for the rest"

Frank is a founder member of Green Gorillaz and has been with the project from the beginning. He was one of the community members presenting at the regional finals of the competition. He sees Green Gorillaz working well together, especially as experience is gained. He wants to see the 12 to 18 year old age groups well catered for with challenging activities and to break down the barriers between all age groups in the community.

Allison

"I'm really proud to be here at the launch. The kids have had a great day out and, hopefully, people will get on board with Green Gorrilaz"

"We know what we want as a community. We want to build a better Wyndford physically"

"I want to see Wyndford developed for families of all ages to enjoy. That's what I want Green Gorillaz to do"

"If you want things to happen you've got to get angry, You've got to get a voice"

Allison has been a member of Green Gorillaz from the start. She is passionate about Wyndford and is proud of what Green Gorillaz has already achieved and as she says "we know it's our community". She wants to see Green Gorrilaz have a permanent office in the Maryhill Hub and to develop and preserve the green areas as places for the community to share, enjoy and treasure. She has the ambition that Green Gorrilaz will become a movement that will be transferable to other communities.

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Nikki

"We need to get back our community and look out for each other"

"We need to get the community back up to standard and all muck in together, that would be great"

"I've got two kids, five and seven. They need the freedom to safely play outside on the estate"

Nikki is a recent convert to Green Gorrilaz. She was a prominent activist in saving the school buildings from demolition which has enabled the Maryhill Hub to have a home. Her ambition for Green Gorrilaz is to unite neighbours and children and create an environment where kids can go outside and play safely knowing that the community is looking out for them.

John

"Green Gorrilaz has been really good for us, it has boosted our morale after the school was closed"

"Its good fun and brings the community together, we all need more fun"

"There's been good trust and respect built up between the the community and the Art School through the Green Gorrilaz"

John is a member of the community council and joined Green Gorillaz recently. He sees Green Gorrilaz growing up quickly within the community and says that it's much more fun than the Community Council. He would like to see Green Gorrilaz produce a Newsletter to communicate their objectives and on going projects within the Wyndford community.

Motion passed by MSP Bob Doris in the Scottish Parliament

That the Parliament congratulates Getgo Glasgow and the Wyndford community on their successful bid at the regional finals of the Sustain our Nation competition, including a cash prize of £10,000 for their Green Gorrilaz proposal; wishes the project further success at the finals in London on 17 February 2010 and commends the efforts of the postgraduate students at Glasgow School of Art and the Wyndford residents who are giving freely of time and effort to promote the community; applauds the project's emphasis on community cohesion and intergenerational activities; considers that residents have rallied to fight for the interests of their community as a direct result of the closure of the Wyndford and St Gregory's primary schools in 2009 against the overwhelming will of the local community, and believes that, following initiatives like Getgo and the recent formation of the Wyndford Community Council, residents in Wyndford will succeed in improving their area and that they are providing a model for grassroots regeneration that could be applied to numerous other communities.

GSA Perspective

The Importance of Social Design for Social Enterprise

It's not only that GetGo Glasgow & the Glasgow School of Art has won the Audi Design Foundation Sustain our Nation Competition, great as this is, it's more to do with the design of a more holistic way to engage creatively with communities in the drive towards sustainable transformation.

Through the design of this social enterprise the idea is that the community will own for themselves the creative process to self generate their own social transformation and we at GSA will have learnt how to co-create, implement and manage social enterprise in helping communities sustainably transform their own future. This is the first time we have been able to do this in real time for a real community.

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comments

We believe that this model has significant potential for growth and adaption in designing for resilience in a convivial society, has special value in designing for transformation in our changing society and opens up new roles for the designer as citizen. We believe that the development of social design for social enterprise in this way will open up a new, developing and sustainable opportunities for young designers to find meaningful careers in a changing society.

Professor Jeremy Myerson, director of the Helen Hamlyn Centre, Royal College of Art, trustee of the Audi Design Foundation and a judge for the 'Sustain our Nation' commented; "The students of the Glasgow School of Art were pitted against the talent of those from the University College Falmouth and Central St Martins. All the judges were hugely impressed and inspired by all three universities and their projects. However, we felt that GG had focused on a deprived area with imaginative and realistic community engagement. This included a clever mix of communications tools, a designer in residence to be recruited from the third year students at Glasgow and a 'Dragons Den' initiative to find more new initiatives to bring together the community."

Other judges included Sir John Sorrell of the Sorrell Foundation; Lynda Relph-Knight, Editor of Design Week; Jeremy Hicks, Chief Executive of Audi UK; Professor Isobel Pollock, Audi Design Foundation Trustee & Royal Academy of Engineering visiting Professor, University of Leeds; Ted Matthews, Project Manager, Urban ideas Bakery for British Council and Claire Watt-Smith, Future 100 Young Entrepreneurs for 2008 and founder of bobelle.co.uk

Professor Myerson concluded "Ultimately, it was the Glasgow students who could clearly demonstrate how the funding of £10,000 could make a significant difference to a community for at least the next four years. Additionally the GG model is innovative but simple. It is one which could be replicated to support other communities in the UK".

The Scottish Parliament Business Bulletin No. 21/2010: Tuesday 2 February 2010

Section F - Motions and Amendments commented: Getgo and Wyndford-That the Parliament congratulates Getgo Glasgow and the Wyndford community on their successful bid at the regional finals of the Sustain our Nation competition, including a cash prize of £20,000 for their Green Gorillaz proposal; wishes the project further success and commends the efforts of the postgraduate students at Glasgow School of Art and the Wyndford residents who are giving freely of time and effort to promote the community; applauds the project's emphasis on community cohesion and intergenerational activities; and believes that, following initiatives like Getgo and the recent formation of the Wyndford Community Council, residents in Wyndford will succeed in improving their area and that they are providing a model for grassroots regeneration that could be applied to numerous other communities.

The student experience of developing this project together with the community members has been truly invaluable and due credit must go to all of them. Furthermore it affords us, in GSA, the opportunity to develop ways in which we can support such projects through to completion. I would add that a big thank you must go to the Audi Foundation for awarding us this prize. Their support means much to the community of Wyndford and the further development of new breed of designer able to engage with and make lasting difference in Designing for Social Enterprise.

The project was and continues to be a collaborative activity so praise must go to all involved; Haejee Jeong, Angela Orviz, Joe Slavick, Sara Pateraki, Laura Franzini, Basak Okay, Fee Schmit-Soltau, Rose Hutton, Holly Brenan, Amy Marsh, Sarah Drummond and Eeva Campbell from the MDes and MEDes programmes at GSA together with Frank Martin and Franny Scally from the Wyndford Community.

I am proud to be a part of that.

Ian Grout – Department of Product Design, The Glasgow School of Art, i.grout@gsa.ac.uk

0044 (0) 1436 676726

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glossary

Bottom-up

When actions or policies are initiated from the base of a hierarchy, at the grassroots level; the self-initiation of an action. People making it how it is – what we wanted to motivate.

Co-development

Co-creation in the specific phase of furthering ideas to become workable.

Co-creation

Creating a solution with the people it affects, specifically when this occurs in multiple stages of the process: from thinking of initial ideas until implementation. This is an essential way of working for an outside person/ group to create bottom-up and sustainable solutions with the required feeling of ownership.

Community Champions

Community members who are active in and passionate about forwarding their community, without whom, the project would not have gotten so far.

Design

The discipline of dealing with and understanding complexity, viewing it from different perspectives and being able to transfer this understanding to and inspire others through visual and strategic presentation; all leading to a relevant solution. The action of creating something through a thought out process and for a purpose.

Design Thinking

Using the problem solving skills of a designer to think through complex issues in unconventional ways, in order to develop relevant solutions.

Design Research

Various research practices which are undertaken in order to discover insights that can be developed into solutions.

Fuzzy Front End

When the outcome is not predefined, and instead is allowed to develop in accordance with insights and opportunities that become apparent through the process.

For example, we did not define a type of social enterprise to design (neither by topic: e.g. that it must tackle crime, nor by format e.g. that it must be run like a business). Instead this was flexible throughout the project, and was redefined in reaction to deepening insights and new opportunities. Guidance comes from values. (See Sanders Liz, Simons George (2008) Co-Creation and the new landscapes of design for more information).

Insights

Useful, coherent statements created by refining the gathered research in order to develop relevant outcomes.

Opportunities

Potential areas for projects to develop from the insights found.

Ownership

A feeling of pride and respect because something belongs to you; especially when this feeling comes from being involved in the creation of the something; and further, being willing to care for it and make it work because of this feeling. Without a feeling of ownership, lasting motivation is difficult to conjure.

Tools

Designed aids to further a process towards its purpose.

Tools, design research (sometimes called engagement tools)

Designed aids used specifically to gather general or specific information from people a project affects, with the aim of furthering the project towards a relevant solution.

Design research tools not only consider which information is to be gathered, but also how. Different tools inspire, direct, guide, collect... They range from making simple conversations to gathering more complex information. They also consider how the information can be visualised and therefore transferred: through the tool itself, through media recordings; and also for what the transfer is for, impact, presentation, finding opportunities, defining insights...

Designing effective Design Research tools is an important part of a successful social project, initially because of the information they gather and further for the communication of the project.

Top-down

When actions and policies are initiated at the highest level; an imposed action. Telling people how it should be – what we wanted to avoid doing.

Transferrable

Able to be used and useful for other areas or people.

Social Enterprise

Social enterprises are businesses driven by a social or environmental purpose, where surplus is reinvested to further the initial aim. They differ from commercial businesses with social objectives, as there profit is used to maximize shareholder value.

Stakeholders

Anyone who is actively involved in the community and who's actions impact upon it. Local businesses, councillors, politicians, social workers, active citizens, residents etc.

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Sustainable Solution

An outcome which has longevity. In our case, this longevity will be the lasting impact and success of the project within the community.

Values

The overriding principles that we tried to work to; what we believed in.

Workshop

An organised event where (different groups of) people can learn and create by working together on the same topic.

For us, workshops were milestone events in the furthering of the project. A culmination of design tools were created especially for the event, in order to harness the opportunity of having a neutral space where different groups of people (community members, stakeholders and us) could work together.

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about wyndford

diary

The Wyndford estate in Maryhill is a hot-spot in the statistics showing it to be one of the most deprived areas of Scotland: Scottish National Statistics datazones show Wyndford as ranked in the first deprivation decile for income, employment, health, education and skills, housing and the second decile for crime.

Situated in an old barracks, the Wyndford estate is a group of high rise blocks of flats and houses, slightly cut off from the rest of the area. The estate is physically blocked off from Maryhill by a wall, but is also separated from the area in the minds of its residents. This meant we had a very defined area to work with. Within the estate there are also a variety of open spaces, which we could imagine as being interesting for a project. We noticed quite quickly that there were a lot of potential projects around the estate, kids hung around the whole time letting off fireworks, police cars were constantly driving around, and the one half hearted attempt at a playground had a big fence around it with a locked gate.

In July 2009 the two schools in the Wyndford estate were closed down amid protests and a two week sit-in that reached national news. Although unsuccessful in their attempt to keep the school open, this action for the community brought people together and created a rejuvenated spirit and taste for action. Whilst hearing about the school closure, we also had our first experiences of the resentment and animosity that community members feel towards some stakeholders.

reflections

When first walking through the gates to the Wyndford housing estate we saw a place with great potential, both in the environment and the people we encountered, and we hoped to set up something inspiring with the opportunity for lasting change.

Due to the estate's reputation, there are often socially minded groups coming in promising to do things which for one reason or another don't deliver. There was a general feeling in the community of being 'all social enterprised out', which led to people initially being a bit suspicious of us, and not necessarily giving us the time of day.

As GetGo, we used the energy within the community to spark our project, getting the community involved in the creative process from the very start. This spirit within a small group of community members was absolutely key for the project's success. Without them, and their access to wider community touchpoints, the project may never have got off the ground.

insights

The positive attitude of the community champions who we worked more closely with, some of whom accompanied us to the regional finals, really made our project what it is.

Even though we were not locals and the gap between us seemed huge, through gentle persistence and getting our hands dirty we developed a close bond to the community.

Being a group of mainly females from many different backgrounds quite possibly made it easier to work with the community, being seen as a curiosity more than a threat.

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links

Talk About Local
www.talkaboutlocal.org.uk

Twitter
www.twitter.com/getgoglasgow

'Social innovation is my motivation'
Guardian article
www.guardian.co.uk/service-design/social-innovation

Future Gov
www.wearefuturegov.com

Total Place
www.localleadership.gov.uk/totalplace

RSA Design and Society
www.thersa.org/projects/design

Engine Group
www.enginegroup.co.uk

thinkpublic
www.thinkpublic.com

Social Spaces
www.socialspaces.org

Design Council
www.designcouncil.org

Doors of Perception
www.doorsofperception.com

Participle
www.participle.net

uscreates
www.uscreates.com

Business in the Community
www.bitc.org.uk

www.getgoglasgow.co.uk

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links

The Social Lab
www.thesociallab.com

Make Tools
www.maketools.com

Design Thinking Network
www.designthinkingnetwork.com

Minds and Makers
www.minds-makers.com

Service Works
www.service-works.de

Design by Gale & Hayes
www.galeandhayes.co.uk

www.getgoglasgow.co.uk

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contact

Questioning or Comments?

Please send them to hello@getglasgow.co.uk and we will try to help!

Alternatively email us individually...

Amy Marsh
amymarsh3@btinternet.com

Angela Fernandez-Orviz
angelaorviz@hotmail.com

Basak Okay
basak_okay@hotmail.com

Eeva Campbell
eeva_c@hotmail.com

Fee Schmidt-Solta
fee@activy.org

Heji Jeong
jhaejee@gmail.com

Holly Brenan
hollybrenan@yahoo.co.uk

Joe Slavik
joe_slavick@yahoo.com

Laura Franzini
franzinil@gmail.com

Rose Hutton
rose_m_hutton@hotmail.com

Sara Pateraki
sara.pateraki@hotmail.com

Sarah Drummond
sarah@mypolice.org

www.getgoglasgow.co.uk

getg