



## Glasgow – a connected city?

### The Glasgow Game



**Date:** Thursday 24th October 2013, The Lighthouse

**Hosted by:** Glasgow Centre for Population Health & International Futures Forum

**Facilitated by:** Graham Leicester and Bruce Whyte

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### **With thanks to:**

All participants for their contributions upon which this report is based.

Graham Leicester (IFF) for introducing and guiding participants through the Glasgow Game.

Carol Frame for organising the venue and administration support.

Kelda McLean for drafting and designing the final report.

James Alcock for filming the event.

## Description of the event

Thirty-one individuals, from a range of organisations attended the event (see Appendix B for a full list of the attendees).

### Introduction

Bruce Whyte (Programme Manager, Glasgow Centre for Population Health) provided an introduction to the morning session. Bruce explained that the event, organised under GCPH's Urban Health theme, was one of series of workshops using the Understanding Glasgow resource. The website and Glasgow Indicators have been developed to provide a holistic population level perspective on the city, as a way of measuring progress in relation to the various health and social challenges the city faces and as a resource to enable discussion and new thinking to be developed about how the city could change in the future.

### Understanding Glasgow

The [Understanding Glasgow](#) website is a resource providing information about and insights into important issues relating to Glasgow's population. The website uses a twelve 'domain'<sup>\*</sup> model to organise the data. These are: *lifestyle, community safety, education, transport, environment, social capital, health, poverty, economic participation, population, mindset and cultural vitality*. Each domain has a selection of key indicators through which comparisons and trends can be observed and from which an overall picture can be synthesised.

In the initial stages of the workshop, participants spent a short period exploring the site followed by a feedback session. Recommendations included: cutting down on the text, use of explanatory graphics (rather than leading with text) and an explanation of what an 'infographic' is<sup>†</sup>. There was also a question about who the planned audience was for the website. In response, Bruce explained that the aim was to attract as wide an audience as possible, but that the site's content was likely to be most useful to people working on related health, social and educational issues. Schools and universities are increasingly using the site.

### The Glasgow Game

Graham Leicester (International Futures Forum) introduced the game and guided participants through the game for the rest of the morning.

The Glasgow Game is an interactive way for a group to engage in a conversation about the important issues facing Glasgow. It is based on the [World Game](#), developed by [International Futures Forum](#). The game works

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<sup>\*</sup> There is also a subset of children's indicators organised around seven domains on the Understanding Glasgow website. The children's indicators were not the specific focus of the 'Connected city' workshop, but have been used at other events.

<sup>†</sup> Infographic - a graphic visual representation of information, data or knowledge intended to present complex information quickly and clearly (Wikipedia).

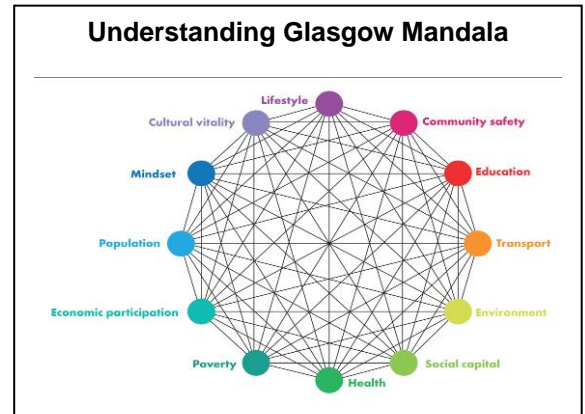
best when addressing a specific challenge or question. In this event the strategic challenge chosen was:

**How can Glasgow become a more connected city?**

**How the game works**

**Stage 1**

- A relevant **challenge** is identified: in this case, ‘how can Glasgow become a more connected city?’
- Participants form 12 groups, each group being responsible for one theme of the Understanding Glasgow mandala
- Using the [Understanding Glasgow](#) website each group examines the key **trends** in their theme, a possible **shock** relevant to that theme – such as a deep economic recession, civic disorder, public service collapse – and their key **concern** should the shock become a reality (see page 6).



**Stage 2**

- *Connecting the themes:* people working on different themes join together with two other theme groups.  
e.g. *in this event the following groups joined together:*

Environment	+	Lifestyle	+	Economic participation
Transport	+	Poverty	+	Cultural vitality
Community safety	+	Social capital	+	Population
Education	+	Health	+	Mindset

Each group is asked to imagine that each of the shocks they had identified happens simultaneously in Glasgow – for example a deep recession and the collapse of one or more of the public services. Groups are asked to discuss the likely scenarios and what wide anticipatory actions should be taken. Making connections between the themes each group identifies:

- The impact on life in Glasgow if the key shocks in all three themes occurred simultaneously.
- What the possible media headlines might be.

- What the group would want to know and would want to find out.
- What far-sighted actions would need to be taken to address or prevent this outcome.

A summary of these discussions for this 'connected city' event is provided on pages 7-11.

### Stage 3

- Participants return to their original themes and identify a declaration relating to their theme. This is in the form of a recommendation to policy-makers linking their theme and the strategic challenge identified at the beginning of the game – in this particular event the challenge was *creating a more connected city*.

There is an element of role play in the game. A representative for each theme makes their declaration in a 'wisdom circle'. In the Connected City event, each theme representative was part of 'panel of international experts' providing evidence and recommendations to an OECD committee on how Glasgow could become a **more connected city**. A summary of these recommendations is provided on page 12 and in more detail in Appendix D (page 18).

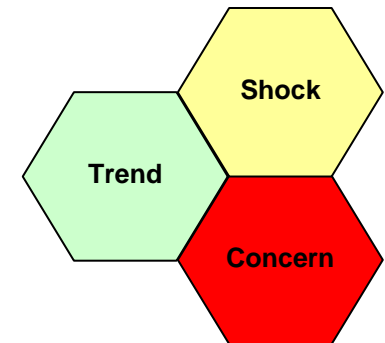
Below: Graham Leicester (IFF) and Sara Dodds (GCPH/Scottish Government) identifying Trends, Shocks and Concerns.



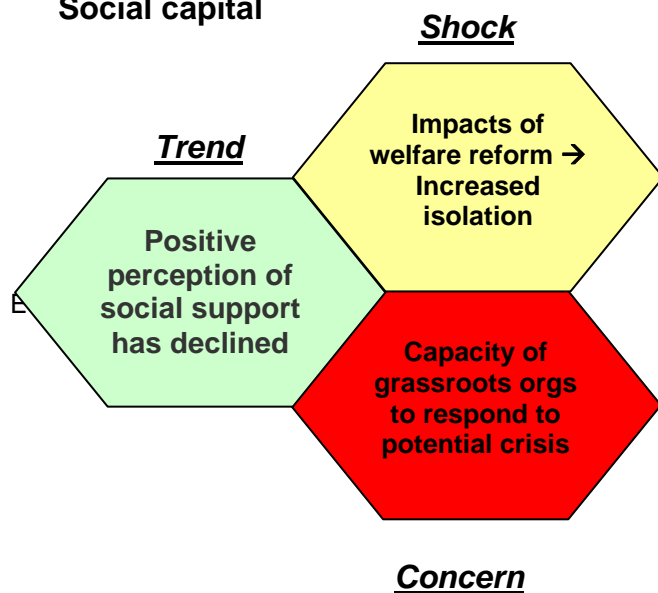
## Outcomes of the Glasgow Game (Stage1)

**The challenge identified: *How can Glasgow become a more connected city?***

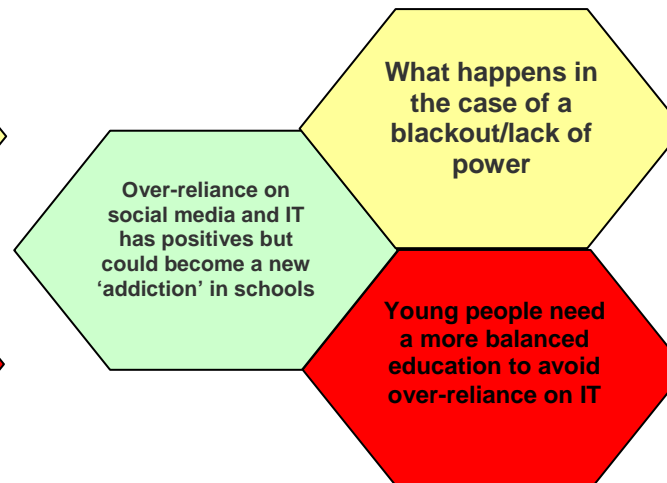
Below is an example of the *trends*, *shocks* and *concerns* identified for three themes. The full illustration of trends, shocks and concerns is contained in Appendix D.



### Social capital



### Education



### Health



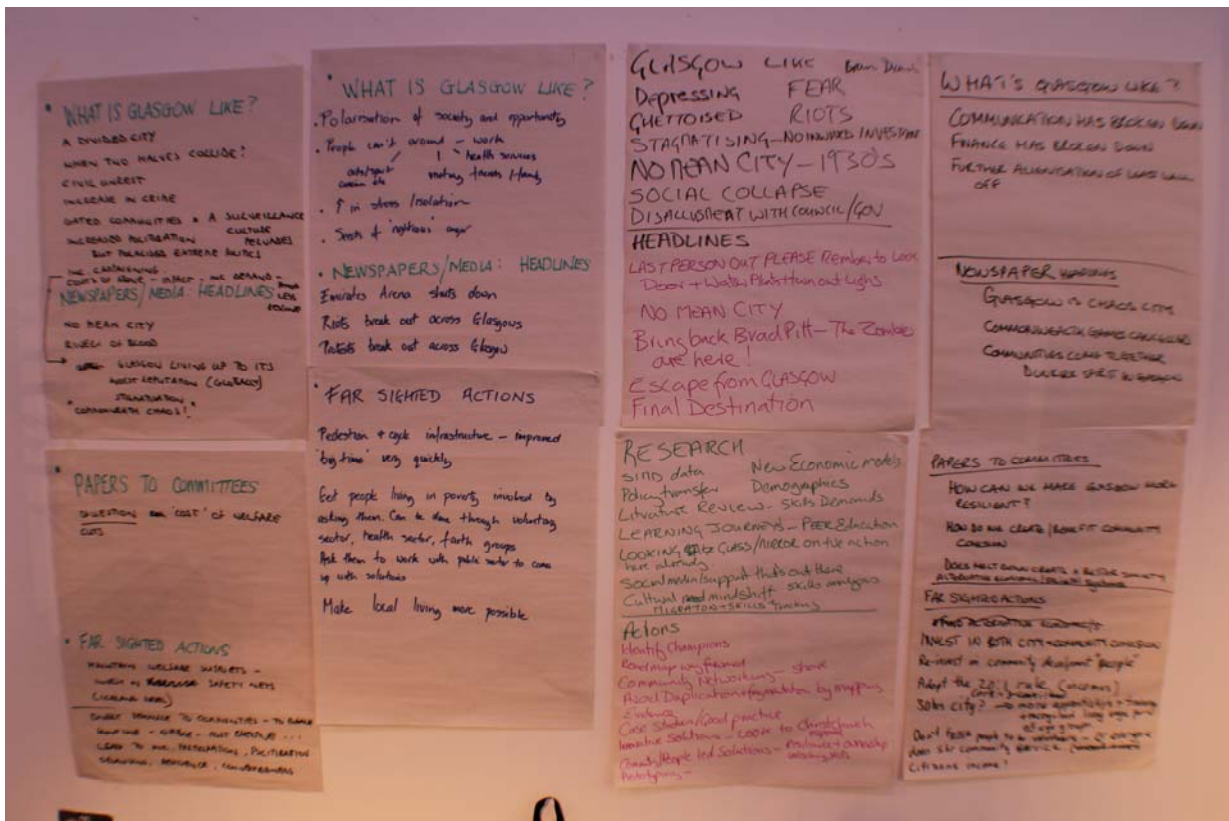
Connecting the themes: exploring scenarios (Stage 2)

The impact of **shocks** across four sets of themes were imagined:

- Group 1:** Environment + Lifestyle + Economic participation
- Group 2:** Transport + Poverty + Cultural vitality
- Group 3:** Community safety + Social capital + Population
- Group 4:** Education + Health + Mindset

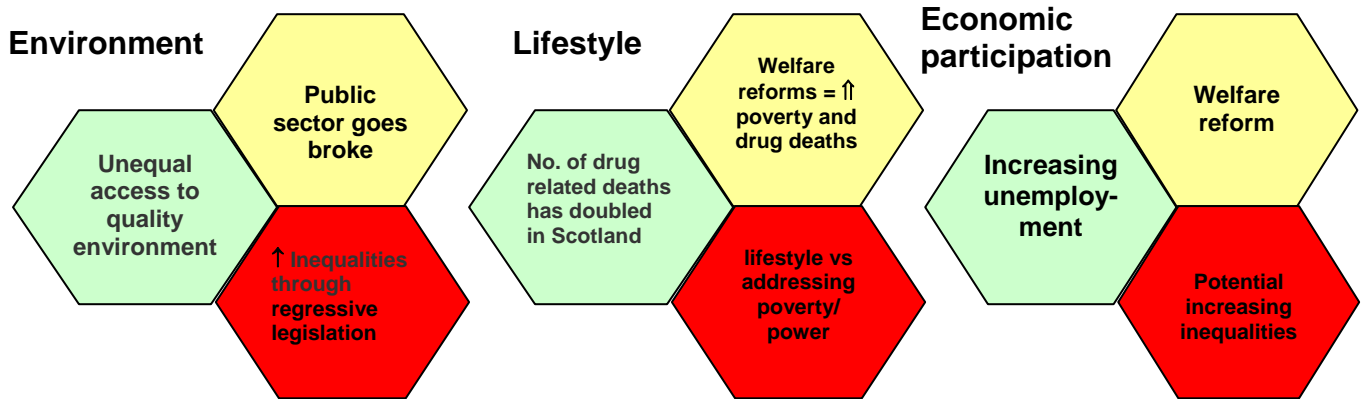
By connecting themes, and supposing multiple shocks happened simultaneously in Glasgow, the groups explored:

- What is Glasgow like?
- What newspaper headlines would be seen?
- What papers would be drafted for the relevant committees?
- What would wide anticipatory/far-sighted actions be?



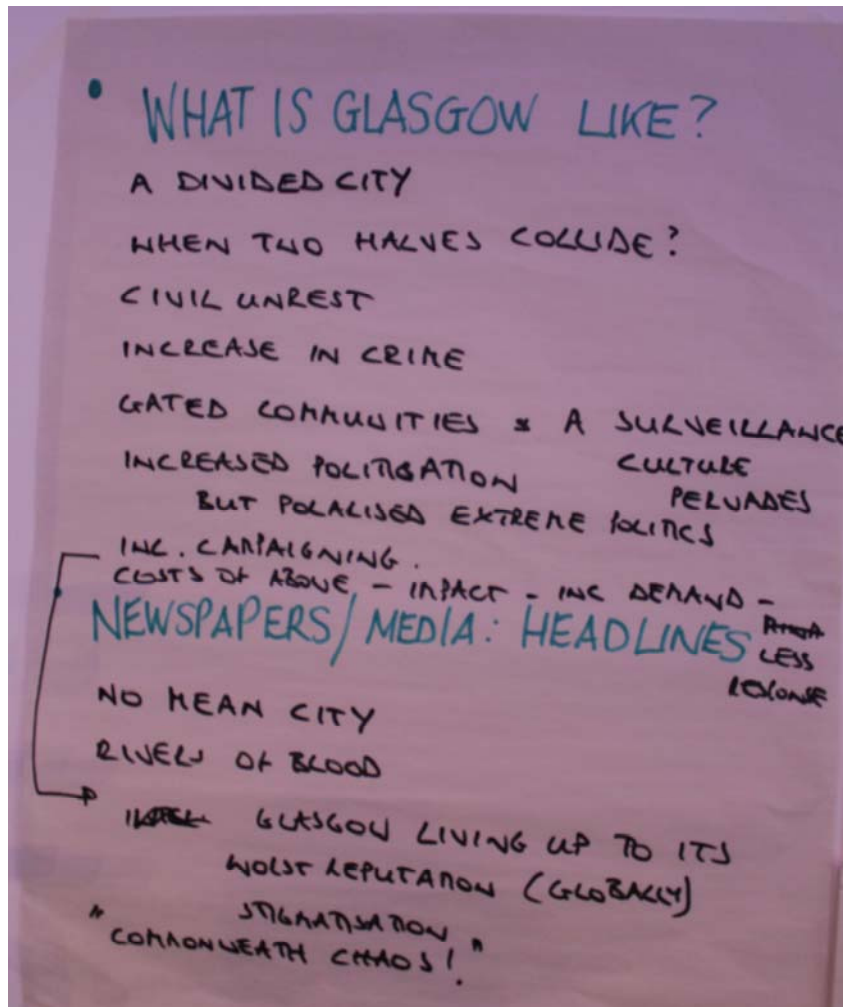
The results of each group’s discussions are illustrated on the following pages.

Environment, lifestyle, economic participation:



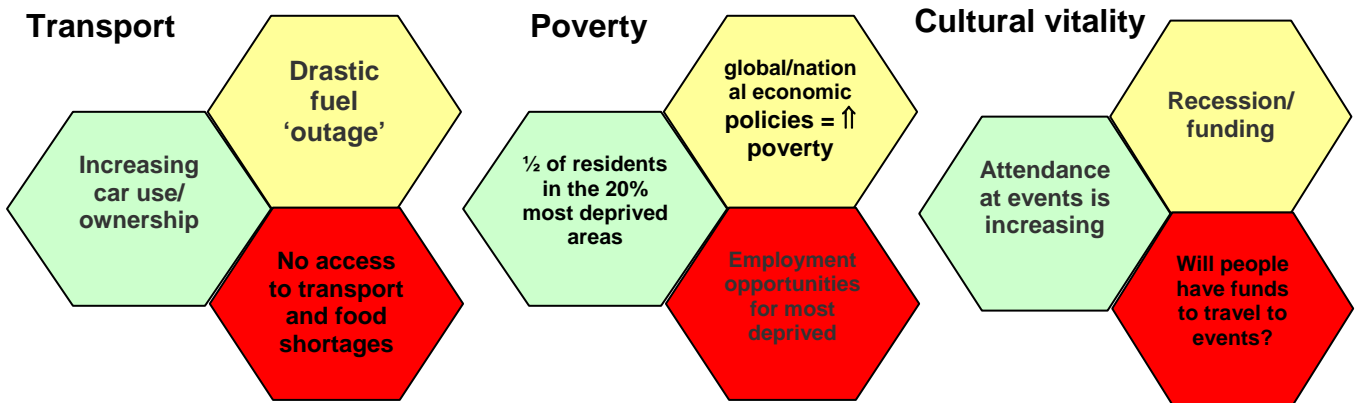
A divided city was envisaged, where on the one hand there were gated communities and a pervasive surveillance culture, and on the other civil unrest. This leads to increasing polarisation and political extremism.

Committee papers question the cost of welfare cuts. The far-sighted actions proposed are to maintain welfare support (investing in a societal safety net) and to divert resources to communities. This leads to greater participation, politicisation, resilience, organising and connectedness.





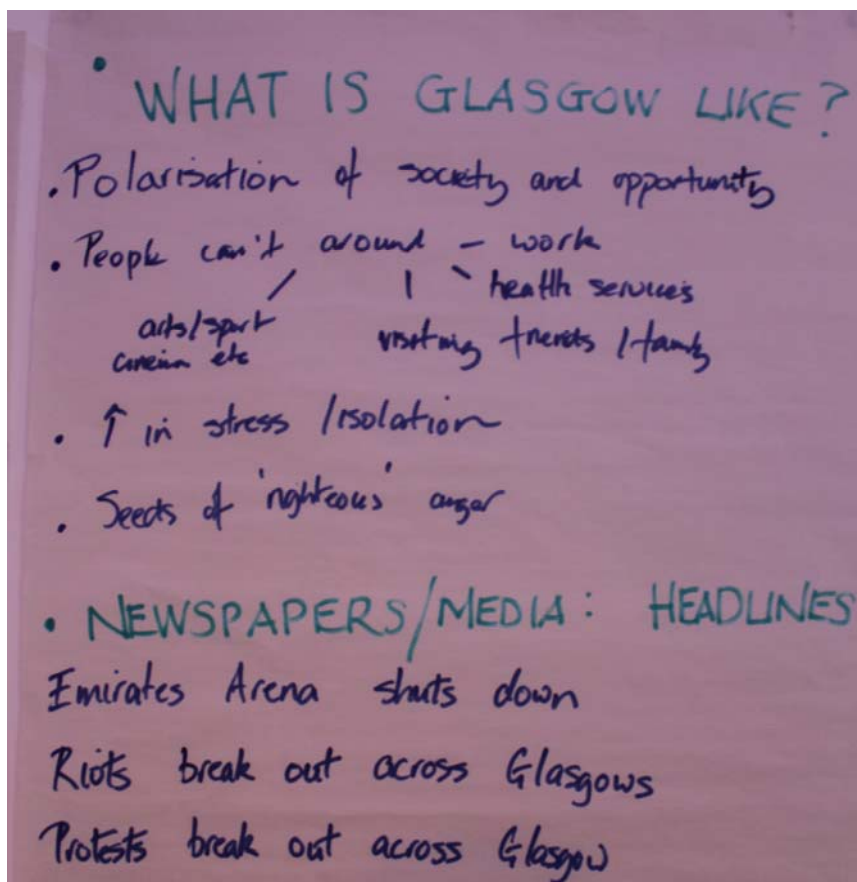
Transport, poverty, cultural vitality:



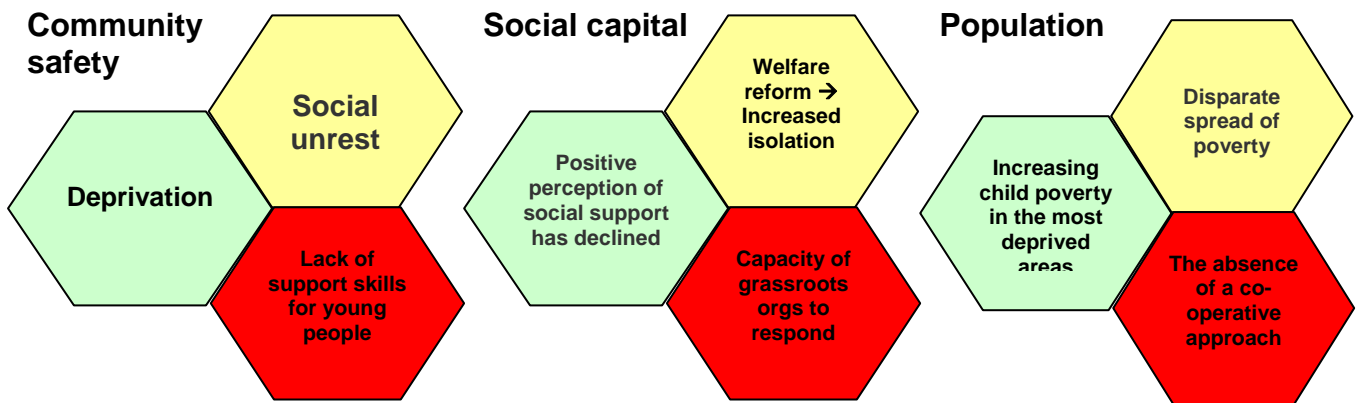
There is polarisation of society and opportunity. People can't get to work, access health services, visit friends or access the arts/sport. There is increased stress and isolation among vulnerable groups and this stimulates 'righteous anger' in the general population. It is envisaged that riots and protests break out.

The far-sighted actions needed include rapidly improved pedestrian and cycling infrastructure. People living in poverty are involved more in decisions that affect them with the help of the voluntary sector, health sector and faith groups.

The creation of environments that enable local living are supported and developed.



Community safety, social capital, population:



The vision is of fear, riots, stagnation, depression and disillusionment. Research is proposed to explore new economic models and skills demands. Learning journeys are suggested and an in-depth review of existing positive action. Far-sighted actions involve identifying champions, creating a roadmap for the way forward, community networking, gathering case studies of good practice. There is a focus on community-led solutions that support/develop resilience, engender ownership, and unlock skills.

GLASGOW LIKE Brian Dinn  
 Depressing FEAR  
 GHETTOISED RIOTS  
 STAGNATING - NO INWARD INVESTMENT  
 NO MEAN CITY - 1930'S  
 SOCIAL COLLAPSE  
 DISILLUSIONMENT WITH COUNCIL / GOV

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HEADLINES

LAST PERSON OUT PLEASE Remember to Lock Door + Water Plants + turn out lights

NO MEAN CITY

Bring back Brad Pitt - The Zombies are here!

Escape from GLASGOW

Final Destination

RESEARCH

SIND data New Economic models  
 Policy transfer Demographics  
 Literature Review - Skills Demands

LEARNING JOURNEYS - PEER Education  
 LOOKING @ the GUSSE / AIRCOR on the action here already.  
 Social media / support that's out there  
 Cultural ~~and~~ mindshift skills analysis  
 MIGRATION + SKILLS Tracking

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Actions

Identify Champions  
 Roadmap way forward  
 Community Networking - share  
 Avoid Duplication + fragmentation by mapping Evidence  
 Case Studies / Good practice  
 Innovative Solutions - Look to Christchurch response  
 Community / People led Solutions - Resilience + ownership  
 Prototyping - Unlocking Skills

Education, health, mindset:



Communication and finance has broken down, leading to further alienation of the least well off. 'Chaos city' is one of the headlines. Committee reports focus on how to make Glasgow more resilient and how to improve community cohesion. Other research investigates whether this meltdown scenario necessitates alternative economic and social systems.

The far-sighted actions include investing in city and community cohesion, reinvesting in 'community development', adopting a 20:1 (or 8:1) rule on salaries. Another idea is to introduce a '30 hour working week' that enables more apprenticeships and training, and includes a living wage for all age groups. People are not forced to volunteer (interns culture) but everyone does five hours of community service a week.

WHAT'S GLASGOW LIKE?

COMMUNICATION HAS BROKEN DOWN  
FINANCE HAS BROKEN DOWN  
FURTHER ALIENATION OF LEAST WELL OFF

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NEWSPAPER HEADLINES

GLASGOW IS CHAOS CITY  
COMMONWEALTH GAMES CANCELLED  
COMMUNITIES COME TOGETHER  
DUNKIRK SPIRIT IN GLASGOW

PAPERS TO COMMITTEES

HOW CAN WE MAKE GLASGOW MORE RESILIENT?  
HOW DO WE CREATE / BENEFIT COMMUNITY COHESION  
DOES MELT DOWN CREATE A BETTER SOCIETY  
ALTERNATIVE ECONOMIC / SOCIAL SYSTEMS.

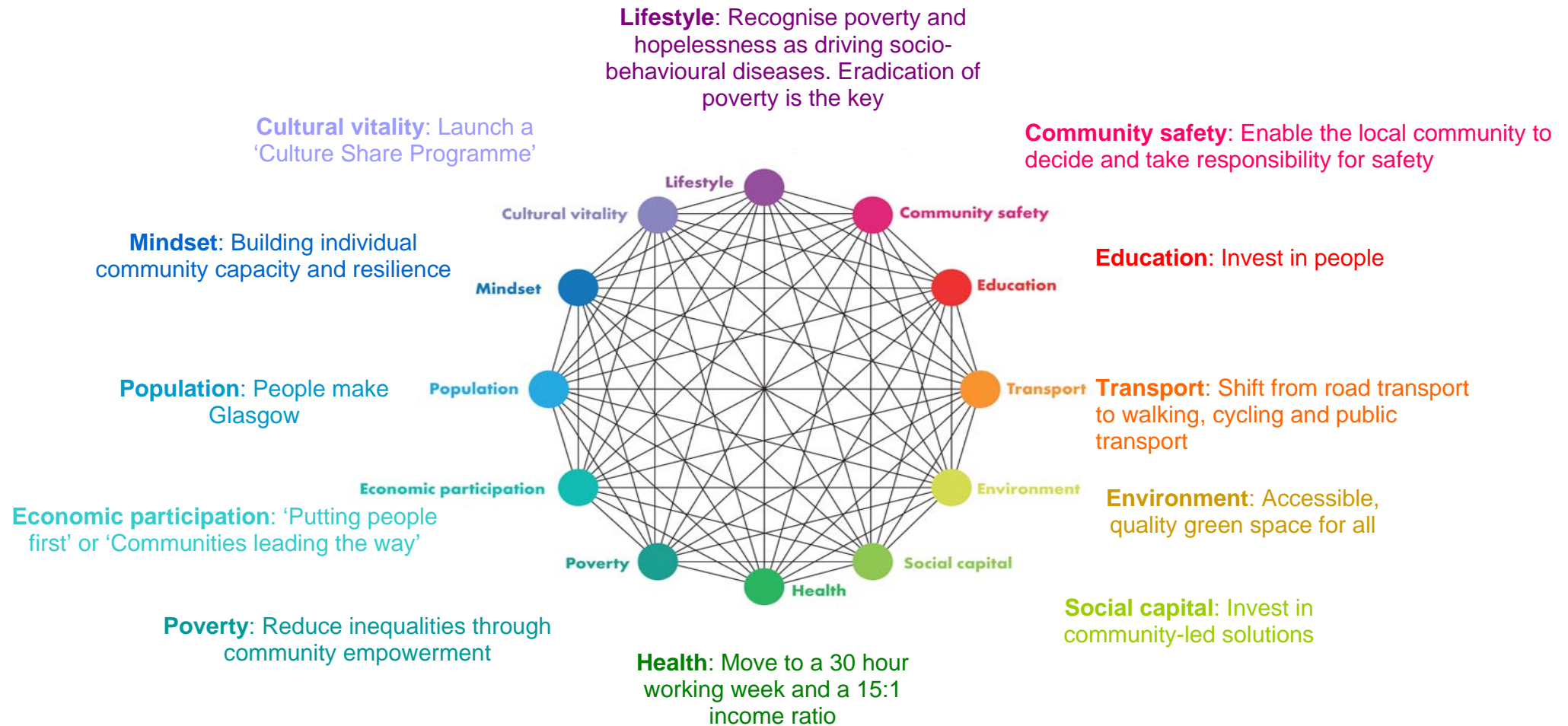
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FAR SIGHTED ACTIONS

#FIND ALTERNATIVE ECONOMIC/S

INVEST IN BOTH CITY + COMMUNITY COHESION  
Re-invest in community development "people"  
Adopt the 20:1 rule (incomes)  
30hrs city? → more apprenticeships + training + recognised living wage for all age groups.  
Don't force people to be volunteers - OR everyone does 5hr community service. (in work time)

Declarations made in wisdom circle<sup>‡</sup> on how Glasgow can become a more connected city (Stage 3).



<sup>‡</sup> Appendix D provides more detail of the thinking behind each declaration.

## **Summary**

In this event, discussions were shaped by the current economic stasis, austerity and the likely impact of welfare reforms. As a result some dark and depressing scenarios were envisaged, reflecting possible futures and, in some cases, current realities. However, the structure of the game and the imaginative, constructive responses of participants led to a plethora of positive ideas about how Glasgow could become a more connected and less divided city. Participants were clearly energised by the format and it is notable how far these discussions – and the ideas generated within them – progressed in just over three hours.

## **What now?**

The report is the product of the event participants and, as such, belongs to you to use as you see fit. We encourage you to use the report – share it, discuss it, critique it, take it to the next level.

*Do existing policies and practice reflect the declarations, and other ideas, within this report, or is there a ‘disconnect’ between the two?*

*How can we move policy and practice closer towards the ideas generated here?*

*What do we need to do to allow these ideas to be acted upon, to be shared, to be critiqued?*

The report and film from the event are available on the Understanding Glasgow and GPCH websites for general access.

## **More involvement**

Would it be useful to run a similar event in other settings? With other colleagues? On other issues? There was interest expressed by one or two participants in running the game in community settings and we intend to follow up on this.

If you would like support to set up a session in your own setting please get in touch.

Contact Bruce Whyte using the email address or telephone number listed below.

## **Feedback**

Please feedback to us on how you are using this work – what works well, what works less well.

Bruce Whyte  
[bruce.whyte@drs.glasgow.gov.uk](mailto:bruce.whyte@drs.glasgow.gov.uk)  
0141 287 6875

Graham Leicester  
[graham@internationalfuturesforum.com](mailto:graham@internationalfuturesforum.com)

## Appendix A: Event programme



### **Glasgow – a connected city? Thursday 24th October 2013 The Lighthouse**

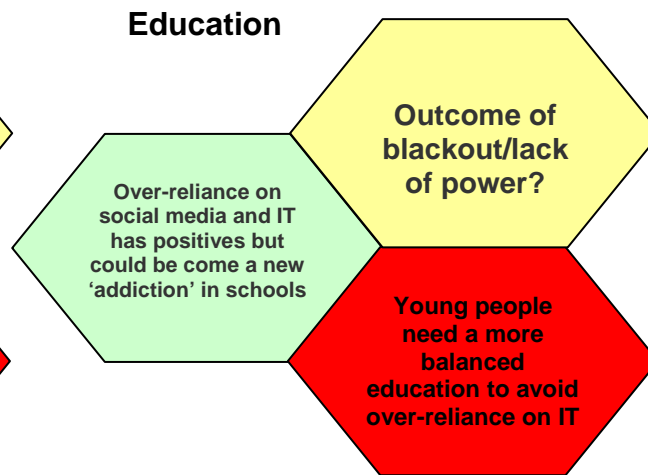
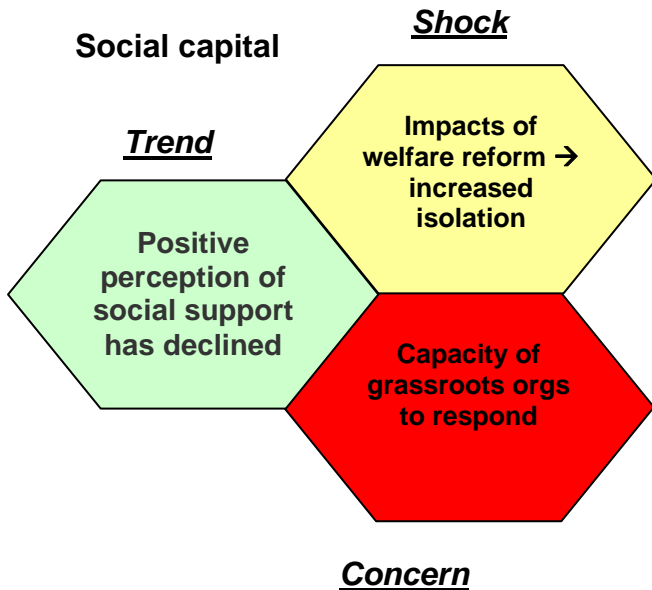
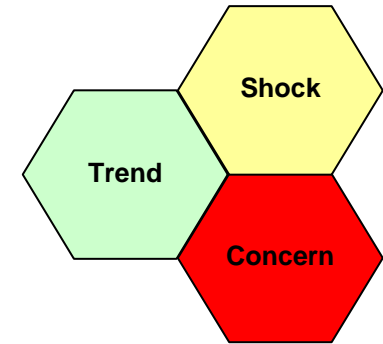
- 9.00 Registration and arrival refreshments
- 9.30 Welcome and introduction  
*Bruce Whyte, Glasgow Centre for Population Health*
- 9.40 Trying out the Understanding Glasgow website
- 10.05 Introduction to the game  
*Graham Leicester, International Futures Forum*
- 10.15 Exploring key dimensions of the challenge
- 10.40 Feedback
- 11.00 Refreshment break
- 11.20 Combining perspectives
- 11.50 Reporting back
- 12.15 Wisdom circle
- 12.45 Offers and requests
- 13.00 Lunch

**Appendix B: Participants**

<b>First Name</b>	<b>Last Name</b>	<b>Organisation</b>
Sheila	Beck	NHS Health Scotland
Fiona	Crawford	Glasgow Centre for Population Health
Gillian	Dick	DRS, Glasgow City Council
Sara	Dodds	Glasgow Centre for Population Health
Isabel	Dunsmuir	DRC Generations
Pauline	Edmiston	Faith in Community Scotland
Julie	Fox	Annexe Communities
Carol	Frame	Glasgow Centre for Population Health
Bronagh	Gallagher	West and Central Voluntary Sector Network (WCAVSN)
Collette	Gallanagh	Bridging The Gap
Fiona	Garven	Scottish Community Development Centre
Elspeth	Gracey	Community Health Exchange (CHEX)
Chris	Harkins	Glasgow Centre for Population Health
Chinny	Iroegbu	Scottish Environment Protection Agency
Russell	Jones	Glasgow Centre for Population Health
Ruth	Kendall	NHS Greater Glasgow and Clyde
Graham	Leicester	Glasgow Centre for Population Health
Alison	Linyard	Glasgow Centre for Population Health
Dorothy	McDonald	Glasgow and the Clyde Valley Strategic Development Planning Authority
Kelda	McLean	Glasgow Centre for Population Health
Susie	Mitchell	Glasgow City of Science
Margaret	Moore	Glasgow Housing Association
Abi	Mordin	Urban Roots
Lynn	Naven	Glasgow Centre for Population Health
James	Ogilvie	Forestry Commission Scotland
Terry	Strain	Bridging The Gap
Clare	Taylor	Glasgow City Council, LES
John	Thompson	North West Sector, Glasgow CHP
Julie	Truman	NHS Greater Glasgow and Clyde
Bruce	Whyte	Glasgow Centre for Population Health
Gregor	Yates	Glasgow Centre for Population Health

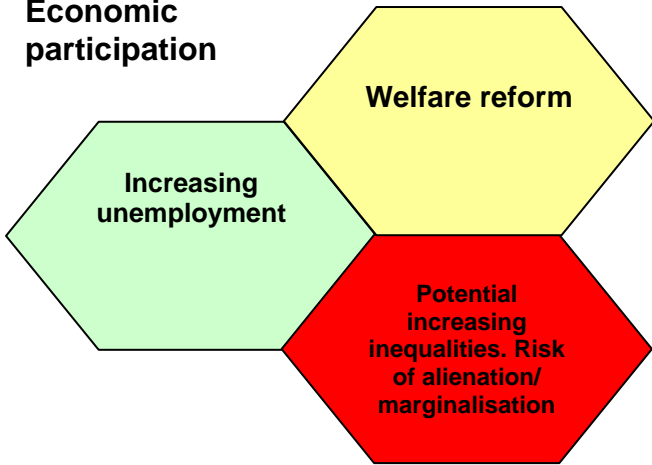
Appendix C: Outcome of the Glasgow Game

The challenge identified: *How can Glasgow become a more connected city?*

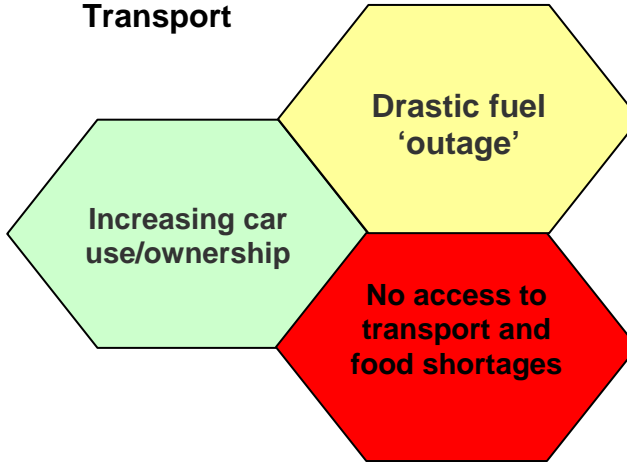




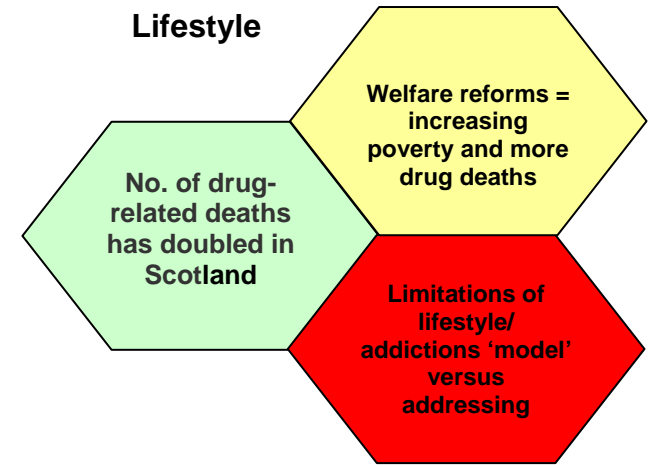
**Economic participation**



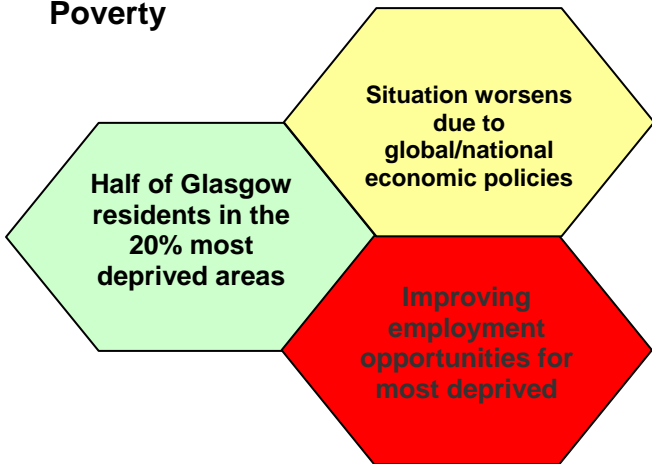
**Transport**



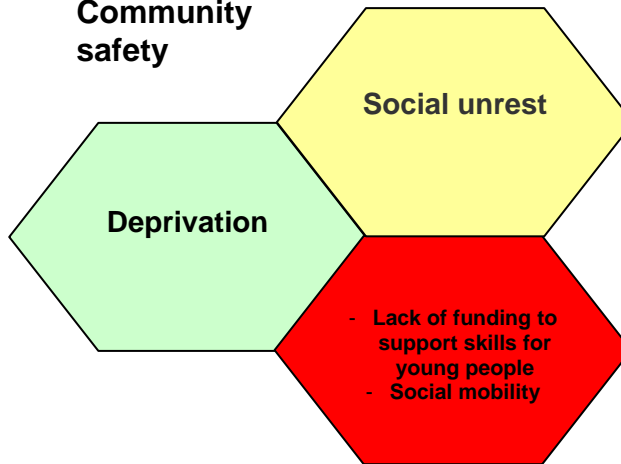
**Lifestyle**



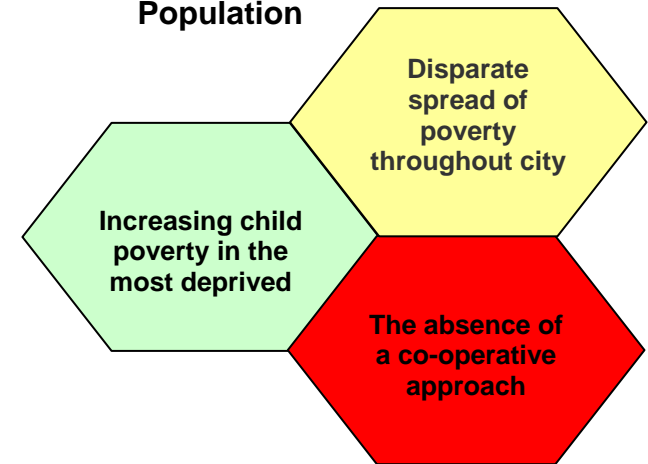
**Poverty**



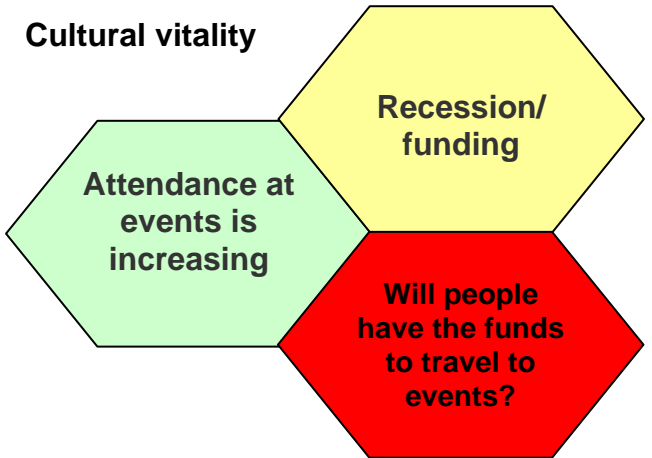
**Community safety**



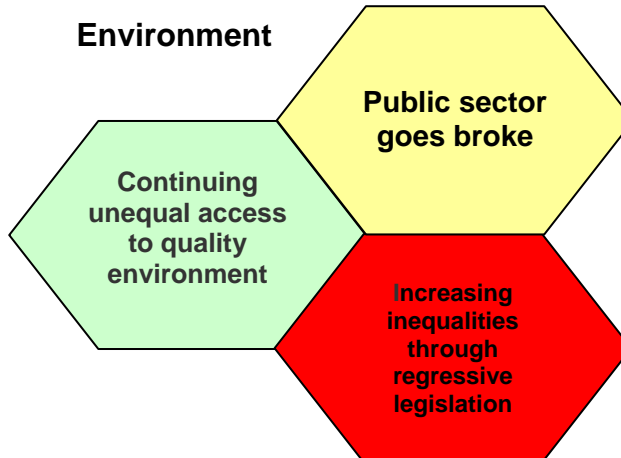
**Population**



**Cultural vitality**



**Environment**



**Mindset**



## **Appendix D: Detailed declarations**

The theme declarations on page 12 were condensed versions of those provided during the event, which are given below:

**Lifestyle:** Recognise that poverty, disempowerment and hopelessness drive most of the socio-behavioural diseases such as addiction, overconsumption and depression. This is a key challenge for lifestyle and addiction services as they have limited impact here. Eradication of poverty is the key.

**Community safety:** Develop a security model that enables the local community to decide and take responsibility for safety in their local area.

**Education:** Provide resources to allow opportunities for people of all ages to participate in long-term work experience in their community based on choice, rather than being mandatory, and give them the opportunity to develop life skills through this.

**Transport:** Shift the focus of action, investment, human resources, infrastructure and leadership (national and local) from road transport to walking, cycling and public services. Use 'carrots and sticks'.

**Environment:** Prioritise the creation and maintenance of a quality environment for all (greenspace, public realm, housing and the built environment), by ensuring that everyone living in Glasgow has ready access to well-managed greenspace in order to benefit their health and wellbeing, social inclusion and community cohesion. Prioritising resources and supporting engagement between local people and service providers this will lead to a shared dialogue platform and shared responses to addressing issues; 'accessible quality greenspace for all'.

**Social capital:** Support and facilitate communities to build resilience, become empowered and develop local economies.

**Health:** Treat everyone as we would like to be treated and opportunities for good employment are extended by moving to a 30 hour city and to a 15:1 income ratio.

**Poverty:** Reduce inequalities of opportunity throughout community, in particular to address health, employment, travel and physical environment issues.

**Economic participation:** Support community organisations that are engaging local people in positive change, leading the way to more appropriate locally-based economic activity; 'communities leading the way'.

**Population:** Glasgow should utilise its greatest asset; its people, to tackle challenge-based population issues (e.g. ageing society) rather than theme-based issues (e.g. disability) to ensure cross-disciplinary working and community-based solutions, to resolve issues: 'people make Glasgow'.

**Mindset:** Build individual and community capacity and resilience.

**Cultural vitality:** Stimulate an increase in financially-accessible, locally-produced cultural activity (a 'culture share programme'), thereby releasing undiscovered/hidden assets which are released to benefit wellbeing for all – both locally and shared with other communities.