

The Glasgow Fairer Futures Partnership, Demonstration of Change in Calton – supporting pathways out of poverty for families within Calton.



How-to Guide

This guide offers more detailed information and advice for those who may be interested in adopting or adapting the initiative in their local area.

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Title	The Glasgow Fairer Futures Partnership, Demonstration of Change in Calton – supporting pathways out of poverty for families within Calton.
Lead Organisation	Clyde Gateway.
All Organisations	• Clyde Gateway. • Bridgeton Community Learning Campus. • Calton Heritage and Learning Centre. • Baltic Street Adventure Playground. • Scottish Sports Futures. • Thenue Housing Association. • West of Scotland Housing Association. • Jobs and Business Glasgow. • Department Working Pensions. • NHS Greater Glasgow and Clyde. • Glasgow City Council (particularly education and HR departments). • Scottish Enterprise. • South Lanarkshire Council. • University of Strathclyde. • PEAK (possibility for each and every kid). • Scottish Sports Futures. • One Parent Families Scotland. • ESOL Scotland. • Glasgow Kelvin College. • South Lanarkshire College. • Glasgow Life.

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Category	Promising- early signs of impact.
Poverty Impact	Enabling reduction.
Introduction to the Project	
The Demonstration of Change in Calton is a test of change project delivered within Calton, Glasgow. The project is led by Clyde Gateway in collaboration with Glasgow City Council. Working together, the Partnership supports families and individuals to move out of Poverty by improving access to sustainable employment. Barriers to employment, inclusive of childcare, language requirements, and limited local job opportunities are addressed within a broader structural focus aimed at enabling system level changes.	

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Initial Idea

Who had the initial idea?	The Scottish Government introduced Fairer Futures Partnerships, initially in 3 local authority areas, including Glasgow. Glasgow City Council's approach was to identify the 10 wards with the highest levels of child poverty and seek mechanisms to deliver Demonstrations of Change in these wards. The Calton Ward Demonstration of Change was developed and is delivered by Clyde Gateway along with a range of local, regional and national partners.
How did the idea for the project come about?	
Glasgow City Council examined information primarily from the housing data gathered from the council and additional data from the Department of Working Pensions (DWP). When Glasgow City Council looked at the areas with the highest level of child poverty in Glasgow, ten wards were identified, one being the Calton ward. Clyde Gateway was then tasked with helping to reduce poverty in the area through "demonstrating a change" through sustainable employment initiatives. The existing data highlighted a clear need for Poverty reduction ideas through place-based solutions and impact testing.	
Were plans informed by any published reports / papers / research evidence or practice from elsewhere?	No

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Was anyone else involved in developing the initial idea of the project?	Yes
• Clyde Gateway. • Glasgow City Council. • Bridgeton Community Learning Campus. • Calton Heritage and Learning Centre. • Baltic Street Adventure Playground. • Scottish Sports Futures. • Thenue Housing Association. • West of Scotland Housing Association. • Jobs and Business Glasgow. • Department Working Pensions. • NHS Greater Glasgow and Clyde. • Scottish Enterprise. • South Lanarkshire Council. • University of Strathclyde. • PEAK (possibility for each and every kid). • Scottish Sports Futures. • One Parent Families Scotland. • ESOL Scotland. • Glasgow Kelvin College. • South Lanarkshire College. • Glasgow Life.	
Were those with lived experience of poverty involved in developing the initial idea of the project?	Yes
Extensive community engagement took place prior to implementing the demonstration of change. A full 12 month development programme involving local residents, community committee members, community council members, elected members, workshops etc ensure the community voice was central to the change that was to be demonstrated.	

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Was funding required to support the development of the initial idea of the project?		Yes
How was the project funded?	Separate funding was secured to develop the idea	
Which organisation provided funding?	Clyde Gateway.	
How much was required?	Clyde Gateway's charitable reserves.	
What was the specific source of funding?	£80,000 (independently verified by GCC's economist).	
Were specific resources – other than funding - needed when developing the initial idea of the project?		Yes
Staff/Volunteer Time		
Facilities / Workspace		
Equipment		
Local Knowledge		
Food and Drink		
Did any barriers have to be overcome when developing the initial idea of the project?		Yes
• There is an element of push back from some of the organisations the project works with, as some staff are uncomfortable with working with change. However, the project is a demonstration of change, so it is required. • It can be quite difficult at times for the organisations involved to work together as they have their own unique challenges. But working together is important to achieve a better result. • There have been issues with organisations feeling that they are being questioned by The Demonstration of Change, when this is not the case. For example, families could be helped through providing childcare, as it can be a form of economic infrastructure, as parents can spend more time working or seeking employment when they have childcare arrangements in place.		

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Did anything in particular enable development of the initial idea of the project?		Yes
Clyde Gateway is an established organisation that has connections with multiple organisations and experience of working with the Calton Community. This meant that we could act very quickly in implementing The Delivery of Change Project in Calton.		
How long did it take between having the initial idea and starting the project?	There was a one-year development phase before implementing and delivering the project on April 1st, 2025.	
Who made the decision to introduce the project?	The decision was collaborative; The Scottish Government made the decision to progress with the project as it was part of the Scottish Governments' wider strategy to test new services aimed at addressing child poverty and inequality in the area. Glasgow City Council and other local organisations agreed to implement the project in Calton.	

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Early Development

Was there a pilot project or feasibility study or test of change?	Yes, this is a test of change.
What did the Test of change. involve?	
The Demonstration of Change in Calton is a test of change project. It tests new ways of working with, and supporting families based on their needs. It tests new ways of delivering services, while focusing on a place-based approach with identified area needs. It tests bringing together multiple organisations to deliver local services and gathers lived experience feedback. Service user feedback is used to evaluate what is working within the project and if it could be rolled out past the test demographic. The specific barriers/ enablers that form part of the demonstration of change are childcare as economic infrastructure, ESOL, community engagement and employer engagement. It is acknowledged that there is both a high degree of overlap between these barriers/ enablers and that there are many more relevant barriers/ enablers that will impact child poverty for example health, transport, housing etc.	

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Who was responsible for the Test of change.?

Collaborative responsibility shared between:

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- Glasgow City Council.
- Bridgeton Community Learning Campus.
- Calton Heritage and Learning Centre.
- Baltic Street Adventure Playground.
- Scottish Sports Futures.
- Thenue Housing Association.
- West of Scotland Housing Association.
- Jobs and Business Glasgow.
- Department Working Pensions.
- NHS Greater Glasgow and Clyde.
- Scottish Enterprise.
- South Lanarkshire Council.
- University of Strathclyde.
- PEAK (possibility for each and every kid).
- Scottish Sports Futures.
- One Parent Families Scotland.
- ESOL Scotland.
- Glasgow Kelvin College.
- South Lanarkshire College.
- Glasgow Life.

Were those with lived experience of poverty among those involved in the design or delivery?

Yes

People with lived experience of poverty were involved indirectly in the design and delivery of the project. Organisations went into local community centres and spoke to individuals that have experienced poverty. The organisations ask them for their opinions or input on ideas, ensuring that those directly affected by poverty were reflected in the delivery of testing services.

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Was funding required to support the Test of change.?		Yes
How was funding provided?	Separate funding was secured to test the design.	
Which organisation provided funding?	Clyde Gateway.	
How much was required?	Clyde Gateway's charitable reserves.	
What was the specific source of funding?	£80,000 (independently verified by GCC's economist).	
Were specific resources – other than funding - needed for the Test of change.?		Yes
Staff/Volunteer Time	Staff time was needed to build a relationship with families, provide support and services relevant to Calton's needs. Staff needed to work together across the organisations involved to provide support for families.	
Facilities / Workspace	Workspace was needed for staff and partnering organisations to work together. Community-based spaces such as, community centres were needed to connect with families.	
Equipment	N/A	
Local Knowledge	Local knowledge was required to understand how poverty is experienced specifically in Calton. It was needed to know what support Calton needed and what services should be tested.	
Food and Drink	N/A	
Was the Test of change. evaluated?		No
Was there evidence from the Test of change. that confirmed that it was working / it would work?		Yes

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The project is still in its early stages and as such there is no validated evidence that the project is creating any long-term change. However, there is early, small-scale evidence that the test of change is working. For example, service users have reported being able to increase their working hours and find employment.

Who made the decision to continue with the project beyond the xxx?

Not applicable currently as the project is still in its early test stage.

Was the design of the project proper modified following the Test of change.?

N/A

N/A

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Accessing the Service and Engaging with Service Users

Are potential users referred to your Service.?	Yes
Potential users can be referred to The Demonstration of Change through various organisations, depending on what their needs are. For example, within the childcare strand, organisations such as PEEK will go into places that parents are likely to be and spread the word about the services that the project provides.	
Are there ways, other than referral, that are used to make potential users aware of your Service.?	Yes
There are different ways for potential users to be made aware of the services that the project provides. This is based on the four different strands: Community engagement, Employer engagement, Childcare engagement, and English for speakers of other languages (ESOL) engagement. The employer engagement strand contains organisations such as, Jobs and Business Glasgow and Department Working Pension (DWP). They identify large volume vacancies within the public sector and share them with, The Demonstration of Change team. The Calton Learning and Heritage Centre and other delivery partners, can direct potential users to appropriate organisations for their specific needs.	
What is the most common way through which users typically access your Service.?	
Organisations will go into places that most people visit on a regular basis, following the place principle. For example, most people with children under five will be going to schools, nurseries, GPs and libraries. Therefore, organisations will go into these places and engage with potential service users to make them aware about the services that the project delivers. These interventions are the most common way for people to be made aware of the project.	

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Do you take steps to keep in touch / reach out to users?	Yes
The partnering organisations keep in contact with the service users, the specific organisations that keep in contact with the users is dependent on if the user used services from Community engagement, Employer engagement, Childcare engagement, and English for speakers of other Languages (ESOL) organisations. The project also employs a Management Information System called Upshot which collects information on service user referrals, meaning that the project has access to user information and can contact them.	

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Working with People with Lived Experience of Poverty

Are those with lived experience of poverty involved in <u>delivering</u> the project?	Yes
As part of the childcare as economic infrastructure, parents that are seeking additional childcare or play to help secure additional paid employment or take up a training or college course, commit to delivering a set number of volunteering hours to the projects (once PVG checks are undertaken).	
Are people with lived experience of poverty involved in <u>managing</u> the project or in project <u>governance</u>?	Yes
Governance arrangement require the frequent reporting of the projects progress to both the Board of Clyde Gateway (with local resident and elected member representation).	
Are people with lived experience of poverty involved <u>in any other aspect</u> of the project?	Yes
Clyde Gateway has a community committee consisting of eleven community representatives. These representatives oversee the organisations and services that are part of the Community engagement strand. For example, Calton Heritage and Learning centre and Bridgeton Community Learning campus (community centres). The Demonstration of Change in Calton has agreements with local groups such as Baltic Street Adventure Playground and community centres that they work with to engage with local people that have experienced poverty. The Monitoring and Evaluation group generate ideas and test them through methods such as surveys, 1 to 1 interviews or group discussions. Therefore, community organisations will then be able to locate people facing poverty by looking through information files, they will then ask them their opinions on the ideas for the project. The names of the people are kept confidential for GDPR reasons. Therefore, it is ensured that locals with lived experience in poverty get to be part of the demonstration of change.	

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Leadership, Governance and Partnership Working

Who is responsible for managing the project?	
The Head of Sustainable Communities, Niki Spence has overall responsibility for managing the project.	
Is this the only responsibility of the person managing the project?	No
The Demonstration of Change, project operating in Calton is only a small part of the work that Niki and her team do as an urban regeneration company. The company invest in run down areas aiming to make them more appealing in a bid to attract more investment, businesses and people to the area. Clyde Gateway also support routes into employment, works with employers to generate local opportunities. They also create long-term place change through improving local housing, creating safe and sustainable communities, and making current neighbourhoods more appealing to live in.	
What proportion of the manager's overall workload is given over to this project?	
Just a small proportion of it.	
Is there a Project Steering or Advisory Group?	Yes
Who is involved?	The Public Service Reform Agenda and a Public Service Reform Task Group, both of which work for Glasgow City Council.
How does it work?	There are two advisory groups that work for Glasgow City Council as it sits within the Public Service Reform Agenda. There is a Public Reform Executive and a Public Service Reform Task Group. For Calton specifically, there are various working groups for each of the four barriers/enablers, childcare, employment, community and ESOL. There is also an overarching monitoring and evaluation group. This looks at how the project is working and progressing and advises the Demonstration of Change in Calton on various aspects of their work. For example, the monitoring and evaluation group will suggest where the project need to evaluate more or gather more data from for each barrier.

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Are any other governance arrangements in place to review strategy and performance?

Yes

There is strategic and operational governance arrangements in place with the project. At strategic level, governance includes oversight from Glasgow City Council's Fairer Futures Partnership. This consists of quarterly reporting, weekly core-coordination group updates and 6 weekly updates to the Public Service Reform Task Force. Strategic governance is also provided through Clyde Gateway, including regular reviews by Clyde Gateway's Community Committee, the Board of Clyde Gateway and a full internal audit of the Demonstration of Change in Calton.

At an operational level, there are legal agreements in place between Clyde Gateway and the delivery organisations. These agreements include detailed reporting and compliance requirements including the use of a Management Information System called Upshot.

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Links to Wider Policies, Strategies and Statutory Requirements

To the best of your knowledge, is the project aligned with national and/or local anti-poverty strategies and priorities (e.g., local authority or health board priorities)?	Yes
The Demonstration of Change is embedded in the Local Outcome Improvement Plan's Performance Management Framework for Glasgow, as well as various other national and local anti-poverty strategies. Scottish Governments' Child Poverty Delivery Plan Bringing Hope, Building Futures. Scotland's National Strategy for Economic Transformation. Getting it Right For Every Child. Marmot Principles. Place Principle. Inclusive Growth. Community Wealth Building. National Performance Framework 4.	
In your opinion, has the project benefitted from being part of this anti-poverty strategy?	No
Is the project part of any other strategy?	Yes
The Demonstration of Change in Calton is aligned with the Place Principal strategy, which promotes working together and community-led approaches to improve local areas. They are also aligned with the Inclusive Growth strategy. This focuses on providing vulnerable and disadvantaged people with opportunities, improved skills and good jobs. They change the focus from helping these people get more money to providing them with overall better welfare. The project is also aiming to read the new child poverty delivery plan to ensure that they are in line with that strategy in the future.	

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In your opinion, has the project benefitted from being part of this anti-poverty strategy?	No
Is the project delivering a service that is a statutory commitment?	No
In your opinion, what has been the impact on the project of having this statutory commitment?	N/A

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Funding

Is funding used to support the work?		Yes
If no funding was used, would work benefit from funding?		
Has external funding been secured to support the work?		Yes
Which organisation provided funding?	The Scottish Government.	
What was the specific funding stream/source/scheme?	Not specified.	
How much funding was secured?	£1. 2 Million.	
For how long has funding been secured?	2 years (April 2025- March 2027).	
Is future funding from the same external source a possibility?		Yes
Which organisations might provide funding?	Glasgow City Council. The Scottish Government.	
Is future funding dependent on achieving pre-agreed outcomes or outputs?		No
What are these conditions?		
Has a specific sum been secured from your organisation to support this work?		Yes
How much funding was secured?	£80,000 per year over 3 years. To date £160,000 of Clyde Gateway funding has supported the project.	
For how long has funding been secured?		
Is future funding from your organisation a possibility?		No
Is future funding dependent on achieving pre-agreed outcomes or outputs?		
What are these conditions?		

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What are the future - longer-term - prospects for this work if existing funding sources were no longer available?

The Demonstration of Change in Calton project would stop running after March 2027 if the existing funding was no longer available.

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Staffing and Resources

Do existing staff from your organisation contribute toward the work of this project?	Yes
Role: Several of Clyde Gateway staff contribute half a day per week to the management of the Demonstration of Change in Calton.	
Are existing staff from the host organisation paid extra (for example, taking on extra hours) to contribute toward the work of this project?	No
Extra hours worked:	
Have additional paid staff been employed to contribute toward the work of this project?	Yes
Role: Partner organisations have newly employed staff to contribute to, The Demonstration of Change in Calton. Clyde Gateway is not aware of the details of the partner organisations staff roles.	
Is the post permanent or fixed term?	Some staff will be new and temporary based on the length of the funding, others will be diverted from other work for the duration of the funding.
Duration:	
Are volunteers involved in delivering the project??	Yes
Role: Especially for the childcare strand.	
Are specific resources – other than staff/volunteer time and money - needed to support the delivery of the project?	Yes

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Facilities / Workspace	Community hubs and family support centres were required for delivery of services. Spaces where partner organisations can work together, plan and provide services together. Spaces suitable for childcare services.
Equipment	Training and educational resources for ESOL and employability programmes are needed. Online platforms and WIFI is required for service access. Service delivery equipment within community spaces is required.
Local Knowledge	Information from locals and the community committee representatives is required to ensure the services are aimed at Caltons specific needs. Knowledge from local partners is needed, for example, from Glasgow City Council and DWP. Feedback from families that have/ are using the services is needed to ensure the delivery of services is successful.
Food and Drink	Catering for community events. Refreshments are offered during community engagement events and workshops.

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Are any of the resources needed to deliver the project provided in-kind, rather than budgeted from project funds?	Yes
Who provides: Clyde Gateway staff time.	
Were new IT systems, additional software, or upgrades existing software (databases, Apps) required to deliver this project?	Yes
Additional training sessions and licences for each delivery partner have been arranged for the Management Information System Upshot which is used as part of the Demonstration of Change.	
Was additional training – for staff or volunteers - required to deliver this project?	No

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Monitoring and Evaluation

Do you – or other organisations - collect data on the project for monitoring or evaluation purposes?		Yes
Is there baseline data to describe what things were like before the start of the project?		Yes
Glasgow City Council has a child poverty dashboard. The dashboard contains data related to the specific support that the demographics of Calton require such as, employability and childcare support. It also contains data on what the areas poverty levels were before the project started. This information is where the demand led service provision stems from.		
Is the difference that the project is making measured or monitored by the host organisation?		Yes
Who within the host organisation is responsible for monitoring the impact of the project	The Monitoring and Evaluation Group comprising Clyde Gateway, Glasgow City Council, University of Glasgow, Improvement Service, Scottish Government and the Centre for Civic Innovation.	
How often is the impact of the project monitored or measured by the host organisation	The difference that individual interventions are making are recorded on a frequent basis, with the frequency depending on the type of intervention. For example, weekly sessions, ad-hoc drop in and events.	

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What methods, techniques or strategies are used by the host organisation to impact of the project	The difference that the project is making is measured using the Management Information System called Upshot. Case studies are prepared on a Plan, Do, Study, Act (PDSA) basis and are shared with the wider Demonstration of Change, Glasgow City Council and the Scottish Government. These are then measured and monitored through a tests of change tracker.
What information is collected by the host organisation about the project?	
Number of users	Yes
Profile of users	Yes
Experience of users	Yes
Outcomes for users	Yes
Anything else	Yes
The difference that the project has made to wider system change. Working and non-working tested strategy data is collected as a measurement tool to measure what is working and what is not within the project. Working strategies are shared with other organisations within a widening population/area scope.	
Has the data that has been collected by the host organisation been used to adapt the way the project works?	Yes
Yes, small tests of change are modelled so that they can be both replicated and scaled in other areas of Glasgow and across the country. At the point of the interview, 5 tests of change had been rolled out for testing in other parts of the City, including work to maximise the use of vacant and derelict land for childcare and play as economic infrastructure and the introduction of Parent Advisers in booster ward jobs centres with an aim to match the success of maximising UK Government childcare funding in those areas, similar to the work in Calton.	

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Has an external organisation been employed to formally evaluate the project?	No
Who conducted the evaluation	
Details of the evaluation	
What were the key findings from the evaluation	
Has the data that has been collected from this evaluation been used to adapt the way the project works?	Yes
This is a demonstration of change with a full logic model and Plan, Do, Study, Act process in place. Evaluation is being led by the Glasgow Health Determinants Research Collaboration led by University of Glasgow and case studies are being collated by the Improvement Service. Social Cost Benefits Analysis and Return on Investment is being calculated by a GCC economist with support from the Office of The Chief Economic Adviser for Scotland.	
Is there an intention to employ an external organisation to evaluate the impact of the project in the future?	No
Is there an intention to undertake your own formal evaluation in the future to estimate the impact of the project?	Yes

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Impact

To what extent have the aims of the project been achieved?	Making Progress towards meeting Aims.
What difference has the project made? • The project has made early improvements, mostly at an individual level for users who have/ are using the services. It has not made a wider difference in reducing poverty yet as the project is relatively new. • The project has helped families through a targeted agency support approach, limiting the amount of confusion and frustration families have reported feeling at being passed between different agencies with no primary point of contact to answer their queries. • Families have also reported finding it easier to access the services provided. • The project has helped families with their childcare needs. This has aided parents in sourcing employment opportunities. Inclusive of increasing working hours. • Families have reported feeling supported by the project and associated partner organisations, making them feel less alone with their issues. • The project has contributed to getting multiple organisations to work and communicate with each other. This has made a significant difference as many organisations operate different approaches to Poverty reductions. Working together in a multi-agency approach has created the potential for more informed and bigger positive changes in the Poverty reduction landscape. • Focus has changed from organisational needs through the project to service user informed needs. • The project helps people before they are at crisis point with its crisis prevention approach.	
Have conditions or demand changed since the project was introduced?	No
Has the project had the capacity to meet these changing conditions and demand?	N/A

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Has the project changed through time?		Yes
What changed	Improvement in how services met service user's needs.	
Why has it changed	Lived experience collected data informed service provision and delivery.	
Has the project had any unexpected or unintended outcomes?		No
In your opinion, is the project having an impact on tackling poverty?		Yes
- The project has received positive feedback from the families and other organisations involved. - Families and multiple people from the same families have reported that the project has helped them in various ways. For example, through providing childcare through Baltic Street Adventure Playground which allowed them to increase their working hours and therefore increase their income.		

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Learning from Experience

What is working well?	
The project is working well with maintaining the focus and staying driven. This has led to the organisations involved to successfully work together and work towards sustainable employment for people in Calton. For example, families working with ESOL Scotland have been able to improve their English skills and work towards being ready for employment.	
What, if anything, is working less well?	
Not specified.	
What are the key learning points that you'd like to share with other practitioners.	
• It is essential to understand from the beginning what your total programme costs are going to be as this is needed for a social cost benefit analysis. • It is necessary to be clear on the scope and asks of the project. • It is essential to monitor the work being done, so that the data can be used for other areas, which aligns with Glasgow's wider Child Poverty Programme.	
Are there plans to develop or expand the project in the future?	Yes, absolutely.
This is a demonstration of change with the sole purpose of being evidencing what works, what doesn't and how this can be replicated and scaled up in other parts of the country.	
How easily do you think this project could be replicated in another setting?	
The working model is replicable. Meaning that another area could follow the same processes that Calton has used for their project, such as the tests of change, theory of change, metrics and how to deliver key components.	

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