



SSCHD Exploration Phase

Evaluation Report

Prepared for:

Glasgow Life

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Section 1 – Background to the project

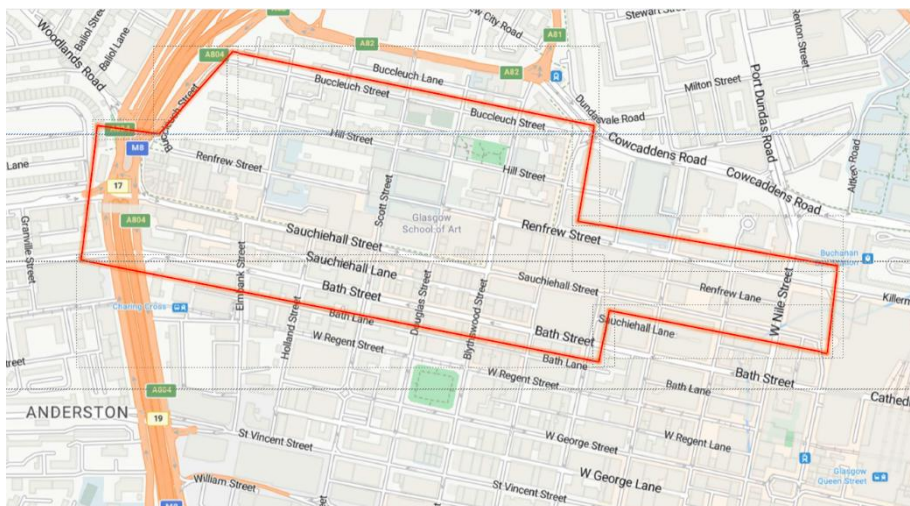
Sauchiehall Street Culture and Heritage District

In April 2024, Glasgow Life received £350,000 from the National Lottery Heritage Fund (NLHF) as part of the new UK-wide Heritage Places programme. This award, alongside funding from Glasgow City Council (GCC), supported the initial Exploration Phase for the Sauchiehall Street Culture and Heritage District (SSCHD) project. To date, the initial investment of £350,000 from NLHF has leveraged an additional £122,500 cash investment and £66,000 in-kind.

The Heritage Places programme is designed to boost local economies and instil pride in place in towns and cities across the country.

The SSCHD Exploration Phase ran from June 2024 – June 2025. During this phase, Glasgow Life, in partnership with GCC, explored the built and intangible heritage of the area working with culture and heritage organisations, businesses and community to uncover, animate and renew the area.

The map below shows the geographic scope of the SSCHD.



National Lottery Heritage Fund

The objectives and investment principles for NLHF and those specific to the Heritage Places programme and SSCHD application provide the context for the evaluation of the SSCHD.

The Investment Principles for the NLHF are:

- Conserving and valuing heritage for now and the future
- Supporting nature recovery & environmental sustainability
- Supporting greater inclusion, diversity, access and participation in heritage
- Strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.

At the time of the SSCHD application, the outcomes in place for NLHF were:

- A wider range of people will be engaged with heritage
- Heritage will be identified and better explained
- People will have learned about heritage, leading to change in ideas and actions
- The local area will be a better place to live, work or visit
- The local economy will be boosted.

Heritage Places

The specific aims of the Heritage Places programme are:

- Target place-based investment that increases pride in place and connects communities and visitors with heritage
- Increase the capacity of local heritage to maximise its contribution to places and communities and enhance the wide-ranging benefits it can bring
- Create integrated and holistic schemes across the breadth of heritage, including, for example, anchor institutions, cultural heritage, and the natural environment
- Take a people-centred approach enabling everyone's heritage to be recognised.

SSCHD Approved Purposes

The specific funding purposes agreed for SSCHD by the National Lottery Heritage Fund are:

- Deliver a Community Grants Scheme for heritage and community organisations based in and around Sauchiehall Street.
- Deliver a programme of heritage-focused activity that engages people with both physical and intangible cultural heritage of the area to enable people to learn about heritage and change attitudes and behaviours towards Sauchiehall Street.
- Undertake a programme of work to define and better understand the physical heritage within the project area including geo-spatial mapping, feasibility work and options appraisals.
- Undertake recruitment and procurement in line with application documentation to support project delivery.
- By project end, develop a Strategic Framework informed by project activity to inform future partnerships, planning and policy and to prioritise potential future projects.

Heritage Places Exploration Phase

The Exploration Phase was the first of three stages of the Heritage Places programme, its purpose was to develop place and partner readiness for the further stages of the programme. It was an opportunity to explore the issues and opportunities with the communities of SSCHD and to establish sustainable mechanisms for the longer-term project including governance, partnership and building visibility. A key outcome of the Exploration Phase was the creation of a shared vision and supporting plans.

During the delivery of the Exploration Phase, the intended future stages of the Heritage Place programme were revised with an additional phase added. This revised the

timescale for the next application to NLHF and resulted in some changes in the intended outputs from the Exploration Phase most notably the Strategic Framework. The next phase will be a Proof-of-Concept phase which will be an experimental, action research phase which will identify partners and initiate programmes to support change in SSCHD and create space for renewal. Together these will inform the overall vision which will be agreed and delivered in partnership with stakeholders informing a 10-year framework for the SSCHD – the Activation phase.

Heritage Places programme evaluation

ERS is delivering an evaluation of the Heritage Places programme for NLHF. This establishes an evaluation framework for the ten-year timeframe (2023-2033) of the programme. ERS is supporting the development of findings at the programme level until 2027. The aim of this evaluation is to allow NLHF to understand the effects and outcome of their investment. Each project is required to contribute evidence to the programme level evaluation and share their learning. ERS has developed a Theory of Change including outcomes at both the initiative level and specifically for SSCHD. It has also provided a toolkit which includes mandatory and optional questions. Both the Theory of Change and toolkit were developed after the SSCHD Exploration Phase evaluation had been planned and the materials designed and deployed. ERS inputted into the design of the baseline survey and other evaluation materials. In the SSCHD there are measures that align directly with the programme level evaluation and others which broadly align however with different wording or question structure. The outcomes that form the basis of this report do not directly align with the Heritage Places programme evaluation but are drawn from the SSCHD bid to NLHF.

This report is structured around the NLHF outcomes. Evidence is collated to show how the Exploration Phase has contributed to the achievement of the outcomes.

Section 2 – SSCHD Exploration Phase project activity

SSCHD Exploration Phase activity

The Exploration Phase programme for SSCHD had three strands and delivered through a series of programmes:

- Uncovering Sauchiehall Street – using engagement to unearth the culture and heritage, both built and intangible and understand better the stories and assets
 - Community Grants programme
 - Heritage Artists in Communities
 - Mapping project – University of Glasgow
- Animating Sauchiehall Street – activity and programmes happening on and around the street encouraging footfall and engagement in the area, in partnership with stakeholders
 - Project Commissions
 - Project Space - exhibitions, events and resources delivered in partnership with a range of stakeholders

- Renewing Sauchiehall Street – identifying future ambitions, possibilities and developing the built heritage of the area.
 - Research, mapping and surveying to identify built heritage opportunities.

Heritage Artists in Communities

Two projects were developed by the Heritage Artists in Communities as part of the Exploration Phase. Artists were invited to submit ideas and outlines to the project and the following were selected.

24 Things to Tell You

24 Things to Tell You, was a 24-hour durational public artwork devised by Craig McCorquodale and Molly Jack where a different intervention happened on Sauchiehall Street every hour of the day – including through the night. The artists worked in collaboration with local people and businesses over a six-month period to develop the interventions. For one day Sauchiehall Street itself became a living artwork. The focus of the project was on the idea of uncovering personal heritage and making public, private, personal memories.

The activities were clustered into three areas:

- Nightlife and cultural heritage as portals
- Celebrating the rich social diversity of Sauchiehall Street
- Romantic heritage and love in the city
- Examples of the artworks included:
 - An outdoor tribute to The Locarno Ballroom, featuring live piano playing and a recorded interview with Maureen McKeever – an older woman who danced at The Locarno in the Come Dancing West of Scotland Formation Championships in 1962
 - Bringing together four couples who met at the Garage with stories of how they first met displayed on the walls, on beer mats and drinks cups
 - Members of the Wing Hong Elderly Chinese Centre holding a cook out in protest at their rent rises. They invited people to taste a dish, spark a conversation and question what cultures they wished to nurture in the city
 - The performance of anti-fascist songs by Garnethill Choir to remember the experience of Henry and Ingrid who fled Germany in 1941 and met at the Scottish Refugee Centre on Sauchiehall Street.

Soft City

Soft City was a community art project devised by Ellie Mills and Alice Brown that explored the history of the retail and social spaces of Sauchiehall Street, and the stories of the people who visited them. There were different ways to get involved including workshops, sharing stories online or working on a craft pack at home. Through a series of chat 'n' craft workshops, the artists collected personal stories and memories and collaboratively created a soft sculpture model of Sauchiehall Street. The project engaged communities in reclaiming their cultural heritage and ownership of shared spaces, by exploring the many reincarnations of Sauchiehall Street. Using Feminist City thinking the project imagined what a safer, more accessible city centre could look like for everyone, with the aim of diversifying the voices informing the regeneration of Glasgow's City Centre.

The project outputs resulted in an exhibition of the Soft City sculpture at the project space at the Project Space and the Mitchell Library. In addition, a website and archival resources were created.

Community Grants

Eight community heritage projects were awarded grants as part of the Community Grants programme. This aimed to engage the community and heritage organisations, local groups and social businesses in conversations about Sauchiehall Street's past, culture and built environment.

The projects included:

- The Willow Tree Project – a project by Garnetbank Primary School (a school with 180 students with 80 countries and 30 languages reflected in the student body). The project focused on developing sense of place. Local artist Rosie Cunningham worked with the children to create banners that explored their ideas on how Garnethill looked a thousand years ago and how it might look in their future. Willow trees were planted to reflect the history of Sauchiehall Street and its historical roots as a moorland
- The Children's Art Group - at Garnethill Multicultural Centre started their SSCHD project thinking about what heritage meant to them. They worked in groups as street photographers, capturing things of interest on the street. Working with artist Connie Woods the group then used willow as a material to make lanterns prompted by the original heritage of Sauchiehall Street being "Willow Valley". The project also included public workshops where there was a strong intergenerational aspect of families and communities coming together with the Seniors Group and Conversation Cafe joining in. The lantern parade allowed everyone to come together and celebrate what they had made. Despite poor weather 70 people turned out to parade. The intention was to make Sauchiehall Street a place where people spent time rather than passing through
- The Sitting with Mackintosh project - devised by the Garnethill Multicultural Centre Elder's Group with artist Sara Pinto. This project explored Mackintosh Chairs and used these as a creative prompt for participants own artwork. The participants benefited from the expertise of the GSA Archives and Collections; they also visited the Willow Tea Rooms and saw CRM's chair designs in context. Participants had the opportunity to respond to the prompt in a range of media including drawing and painting, screen printing and fabric painting. The final output was an exhibition which was attended by over 500 people
- To Hold - an oral history project which took its starting point the word 'tenement' which derives from 'to hold'. The project, led by the Friends of Garnethill Green Spaces (FROGGS), explored Garnethill's local history through objects and stories found in and around our homes – and seeing them from a new perspective. Participants took castings from objects found in the local area such as railings and drain covers; they also made sun prints of objects of importance to them brought from home. FROGGS created a tiny pop-up exhibition space from reclaimed tenement windows. They used the Phone Messengers pieces of artist Ellie Harrison to allow visitors to the exhibition to listen to audio and stories recorded as part of the project. The project again had a strong multigeneration approach by

engaging young people to collect oral history stories, photographs and artefacts from older generations and creating a digital archive

- The San Jai Memory project – The Wing Hong Centre worked with the Chinese community who have lived in the area for decades and have strong historical, cultural and personal ties to the local community particularly around Hill Street where the Centre is based. The project connected generations, preserved community stories and celebrated the rich Chinese heritage in Garnethill and surrounding areas. Members of the community brought photographs and their memories and stories. The project included community events and workshops, engaging with Garnetbank Primary School students and creating a video to capture the voices and stories of participants
- Reimagining Horizons – The Adelaide Place (AP) project, provided the opportunity to think further about the area in terms of the AP building and community and how to be more connected to the neighbourhood. Through workshops, exhibitions, storytelling and shared community meals AP was able to celebrate local heritage and bring people together. By using art and writing to share stories, AP encouraged participants to see the area in different ways, considering shapes, colours, snapshots and journeys, bringing new perspectives to the area. 65 people attended the community meal which allowed connections to be established, stories to be celebrated and a deepening of relationships that will continue beyond the project for the future renewal of the area
- Research - Volunteer teachers from St Aloysius Church ESOL classes made archival visits to the Mitchell Library, Scottish Jewish Heritage Archive and GSA Archives & Collections researching different migrant histories of Garnethill. Different communities were the focus for each researcher: including the Hong Kong Chinese community, Ireland, Italy and Poland. The aim was to begin to highlight the district's rich migrant history and its influence on Sauchiehall Street and beyond. The research uncovered specific experiences some with enduring resonance and others being personal stories. A short film was commissioned from Basharat Khan who responded to the ideas of the group. An exhibition was held at GSA showing the different migrant stories alongside the video. GSA worked with a designer to create information panels by each of the volunteer teachers, providing a summary of their research.

University of Glasgow Mapping

The University of Glasgow was commissioned as part of the project to create a digital map of the area which charted the social, cultural and entertainment activities of the district since 1885.

The aim of the map was to tell the story of some of the key iconic venues, pubs and clubs, art galleries, theatres and cinemas which have drawn people to the street and the area for the last 140 years.

The map uncovered a significant historical record of these venues, some of which endure to the present day. Their development, use and history has been charted via the map which includes a brief outline of the time, the history of the key venues and associated gathered pictures.

Animating Commissions

Working with different cultural organisations, this strand of the project focused on public engagement in the street via different activities and commissions.

The commissions were:

- Strip the Willow delivered in partnership with Glasgow 850, Celtic Connections and the National Piping Centre was inspired by the history of the street's name and its dance heritage. People were invited to form a large Strip the Willow set down the centre of Sauchiehall Street with accompanied by pipers and a caller
- The Popcorn Archives used the space at the Project Space to encourage people to come and provide their memories of Glasgow Film Festival and Sauchiehall Street in exchange for popcorn
- Glasgow Building Preservation Trust ran a programme of talks, tours and activities (in partnership with the University of Glasgow) accompanying an exhibition at the Project Space. Not To Be Sniffed At explored the smells of Sauchiehall Street from the past and present
- The Street Music Day celebrated the area's musical heritage. It was programmed by the Royal Conservatoire of Scotland, Nice N Sleazy and local musician Samhuinn Wass. Artists performed on two live stages in Sauchiehall Street and Garnethill Park throughout the day. Performers included students, emerging artists and community groups from the local area
- The Neighbourhood Variety Show was staged at The Garage nightclub by the National Theatre of Scotland. It set out to re-imagine the tradition of variety shows with acts including the Mission Voices Choir (for service users at the homeless centre The Lodging House Mission in Glasgow), the Overdrive Dance Company (an inclusive space welcoming male-identifying dancers), Platform's teenage Monday Night group and Jess Fitzgerald an 82-year-old former variety show dancer
- Garnethill Women's Heritage Walk delivered by Glasgow Women's Library and using the landmarks of Garnethill to tell the stories of some of the most remarkable achievements of women in Glasgow history.

The Project Space

The Project Space at 199 Sauchiehall Street was used as a project base open three days a week from 12pm – 5pm for 72 days during the Exploration Phase. In addition, there was one late night and one Saturday opening per month.

This gave SSCHD a street-front location and public visibility. It provided a space where the SSCHD team could consult directly with the public about the SSCHD vision as well as host exhibitions, talks and workshops. It also provided as space to consult with the wider public about their memories of the area and what they believe is important for the future of the street.

It was integral to the delivery of key projects such as being the end point for the Lantern Procession or Glasgow Women's Walk where the participants were invited to have tea, cake and a conversation about women's heritage and the future of Sauchiehall Street.

This was not part of the original application, but it was identified early on by the team that a street presence would be useful to engage directly the public in order to increase awareness and engagement.

Renewing Strand

The activity related to the Renewing strand in the Exploration Phase focused on identifying need. Following this, initial early-stage conversations have taken place about matching need with opportunities. This strand has engaged with over 90 groups, organisations and businesses in the area including early conversations with developers. The process has also involved stakeholders from Glasgow City Council from across a range of departments (including housing, planning, city centre team, asset management, events and the City Development Plan team) considering the development of and new uses for heritage buildings.

An output of the Exploration Phase was a map which identified the development opportunities including vacant floorspace, repairs required and the architectural significance of key sites. In addition to the built heritage, this Renewing strand process has taken into account a wider scope of public realm and green space development.

Specific interventions within the Exploration Phase included:

- Supporting the Royal Highland Fusiliers Museum with a £5k grant to reimagine its existing heritage building to create a modern museum offer. The grant will be used to look at redevelopment options and interpretation strategy. Prior to the SSCHD the RHFM had been considering re-locating to a different site. The change in plans is directly related to the SSCHD and the development of both a community and a focus on heritage which the RHFM can see as being beneficial going forward. The current building dates from 1825 with these interventions focused on achieving future sustainability
- Garnethill Multicultural Centre is a well-established centre working with a range of communities in the SSCHD area. It has been actively involved in the SSCHD project. GMC has ambitions to create more efficient, fully accessible, and functional spaces that would allow the centre to be self-sufficient and continue community activity and outreach. In the Exploration Phase, GMC has been granted £5k to update project costs and support planning fees to allow its capital plan towards sustainability to continue.

Section 3 - SSCHD Exploration Phase Logic Model

Project	SSCHD Heritage Place Exploration Phase
Opportunity addressing	The Exploration Phase is designed to utilise place-based practice and collaborative working to develop place and partner readiness for ongoing Heritage Place investment
Purpose of the exploration phase	To collaborate with communities, partners and stakeholders to better understand the heritage needs and opportunities in SSCHD leading to increased engagement and a shared vision
Assumptions – linking our approach to our outcomes	Activity is co-created and community-led A place-led approach considers needs within a context of sustainability Inclusion is at the heart of our approach Our project aligns with wider city centre and other strategic context
External factors which could negatively impact	Change in political environment and stakeholder priorities Weather impacts public events Delays to public works in SSCHD may impact ability to engage Communities may not engage as anticipated
Inputs/ resources	Project staff Working group, Steering group, GL/GCC colleagues Staff of partners/ communities Volunteers The Project Space Grants Commissions
Key stakeholders	Residents of SSCHD People using SSCHD Target communities in SSCHD Cultural organisations based in SSCHD Artists Community groups based in SSCHD Business based in SSCHD Building owners GCC and GL colleagues Volunteers



The Glasgow Life application to NLHF for Heritage Places was based on the outcomes included in the table below with the activity of the Exploration Phase designed to deliver to these outcomes. NLHF has, since the Exploration Phase application, moved to investment principles. The logic model for future phases of the SSCHD will be revised to accord with these. While the investment principles do not directly correspond to the outcomes used for this evaluation, the table below indicates where there is broad alignment.

Outcome	Term	Alignment with investment principles	Exploration Phase outputs	Exploration Phase measures
A wider range of people will be engaged with heritage	Short	Supporting greater inclusion, diversity, access and participation in heritage	N community groups engaged N people engaged N different activities offered Visitors to Project Space Hits to UoG map	Demographic profile of participants Relationship of participants to SSCHD Heritage experience of participants Feedback from participants Feedback from stakeholders
Heritage will be identified and better explained	Short	Conserving and valuing heritage for now and the future	UoG Map Outputs of activities Project Space outputs Press SSCHD brand Strategic framework/vision	Participants have learned something valuable Participants have enjoyed learning Feedback from participants Feedback from stakeholders
We will have delivered a high quality community and place led project	Short	Strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.	N of stakeholders engaged New stakeholders engaged	Participants express satisfaction Participants report having fun, good time, welcomed, enjoyed, included, part of community Participants feel their contribution mattered Stakeholders report satisfaction with project management & communication Stakeholders report positively on community led approach

Outcome	Term	Alignment with investment principles	Exploration Phase outputs	Exploration Phase measures
				Stakeholders identify the heritage community as being stronger Stakeholders would take part in future phases Stakeholders report satisfaction with governance model Stakeholder learnings
People will have learned about heritage leading to change in ideas and actions e	Intermediate	Conserving and valuing heritage for now and the future		Participants learned about heritage Participants increased pride Participants increased belonging Participants increased positivity Participants likelihood to return/ take part in another activity Stakeholders feedback
The local area will be a better place to live, work, visit	Long	Strengthening heritage to be adaptive and financially resilient, contributing to communities and economies. Supporting nature recovery & environmental sustainability	Project Space outputs Capital grants	Participants think SSCHD is a great place to live, work, study or visit Participants believe projects like SSCHD makes the area good Stakeholders feedback
The economy will be boosted	Long	Strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.	Renewing Strand mapping	Participants made a special visit Participants more likely to visit Stakeholders feedback

Section 4 - Exploration Phase Methodology

CG Research and Charlotte Wilson Research Services were commissioned to undertake the evaluation of this Exploration Phase of the project. The following report outlines the methodologies undertaken and describes how the activities of the project and their associated evaluations satisfied the stated NLHF outcomes for the project as highlighted in previous sections.

In addition to this evaluation report, a number of other reports are provided which provide detail on individual methodologies employed and include:

- Baseline Report (Appendix 1) – results from public survey research work to establish a baseline of opinions, perceptions and expectations for Sauchiehall Street. This will be measured against throughout the future stages of the project
- Stakeholder Consultations Report (Appendix 2) – feedback from Stakeholders to the project (Heritage Artists in Communities, Community Grant holders, Project Working Group members and the Project Team) undertaken at the start and end of the Exploration Phase
- Participants/Attendees Survey Report (Appendix 3) – feedback from people participating in activities and attending events during the Exploration Phase on their experiences
- Project Space Activity Report (Appendix 4) – summary of feedback cards provided by the public during visits to the Project Space
- Business Baseline Report (Appendix 5) – results from business survey research work to establish a baseline of opinions, perceptions and expectations for Sauchiehall Street from local businesses. This will be measured against throughout the future stages of the project.

Exploration Phase methodology

Glasgow Life worked with CG Research and Charlotte Wilson Research Services to conduct the evaluation. The SSCHD team and the activity providers took an active role in the evaluation in distributing surveys and engaging participants in reflective practice. The evaluators attended a range of SSCHD events to conduct observation, undertake fieldwork and strengthen relationships with the SSCHD stakeholders.

The process of the evaluation began with the creation of a logic model for the Exploration Phase (see previous). This was used as the basis for an evaluation plan and series of tools. The aim was to create tools which could be applied consistently across the Exploration Phase allowing the impacts of the activity to be individually assessed as well as building a pool of evidence. This included both quantitative and qualitative methodologies. The evaluation planning and survey materials were signed off by NLHF and national programme evaluators prior to usage.

The specific evaluation methods included:

- Stakeholder interviews at the beginning and end of the Exploration Phase. Interviews were conducted online with Heritage Artists in Communities, Community Grant holders, Project Working Group members and the Project

Team (full report in Appendix 2). These interviews were conducted on a confidential basis. Quotes are used in the report to illustrate findings.

- Specific surveys for different types of activities including those for project participants and people attending exhibitions and events. These were administered both face to face and online. (full report in Appendix 3)
- Baseline surveys (full reports for the public baseline and the business baseline can be found in Appendices 1 and 5 respectively).

Information was also collated from end of project reporting for the Heritage Artists in Communities programme and Community Grants (full report in Appendix 3). Outputs from the provocations at the Project Space have also informed in the evaluation (full report in Appendix 5).

The following sample sizes were achieved across the range of evaluation activity for the Exploration Phase:

- Public Baseline survey – 465 responses
- Participants/Attendees Survey – 338 responses
- Stakeholder Consultations – 32 consultations
- Business Baseline survey – 15 responses.

Baseline methodology

Baseline surveys were conducted with the public and businesses. The purpose of the baselines was to understand the current position in relation to the ambitions of the SSCHD at this point in the programme. These surveys can be repeated to track change throughout the programme and ultimately assess whether the intended outcomes have been met. Secondary data was also used to measure a baseline position.

- The survey of the public used a random sample methodology which allowed anyone using the SSCHD area to be included in the research whether they had a regular connection to the area or were a one-off visitor. It was conducted as face-to-face fieldwork in different locations within the SSCHD
- The business baseline was specifically for businesses with premises located in the SSCHD or immediate vicinity. It was conducted as an online survey. 15 responses were achieved from over 100 businesses contacted directly. A target of over 40 responses is suggested for future phases to increase the robustness of this survey.

The baseline surveys sought to measure opinions and perceptions and expectations around the SSCHD at the very beginning of any project activity, and included:

- Activity in SSCHD
- Frequency of visiting
- Words associated with SSCHD
- Awareness of and attendance at venues in SSCHD
- Levels of engagement with culture and heritage in SSCHD
- Rating of offering in SSCHD
- Levels of pride associated with the SSCHD
- Expectations for SSCHD – what would they like to see.

Section 5 - Outcomes

This section of the report takes information from the evaluation to evidence to what extent the outcomes established for the Exploration Phase have been achieved. The outcomes (as established in the original application to NLHF) were:

- A wider range of people will be engaged with heritage
- Heritage will be identified and better explained
- People will have learned about heritage, leading to change in ideas and actions
- The local area will be a better place to live, work or visit
- The local economy will be boosted.

The SSCHD team established an additional outcome for the Exploration Phase which related to the ambition for this phase to develop place and partner readiness for ongoing Heritage Place investment. It was also based on the principles of a community led, inclusive and sustainable approach which aligns with the wider strategic context. The specific outcome was:

- We will have delivered a high quality community and place led project.

A wider range of people will be engaged with heritage

The logic model identified the necessary steps for this outcome to be achieved within the scope of the Exploration Phase. This included engaging a wide range of stakeholders and communities which is covered in other outcomes. Another necessary condition was to offer a diverse programme of activity that would appeal to a mix of people. The activity in the Exploration Phase included:

- Art, writing and craft workshops
- Exhibitions
- Walks and community parades
- Food based community events
- Archival and other research
- Memory sharing
- Performance and participatory events.

The activity took place in school, cultural and community venues and outdoors. 24 Things to Tell You was a unique programme of 24 interventions taking place in and around Sauchiehall Street.

Overall, the programme in the Exploration Phase included 157 events/sessions of activity.

Over seven thousand people were engaged directly with additionally more than 400,000 estimated to have seen the 24 Things to Tell You outputs.

Activity	Number of participants	Notes
The Project Space	1,630	Over 72 days. Drop-in sessions only
The Project Space activity attendances	575	Exhibitions and activities taking place at the Project Space
Animation commissions	1,421	Not including those already included in the Project Space counts. This includes participants and attenders.
Heritage Artists in Communities direct	1,929	Includes participants, attenders to Soft City Exhibition and people engaging in 24 Things during the 24-hour period
Heritage Artists in Communities – indirect	410,466	24 Things additional views of ongoing interventions
Community Grants	1,531	Not including those already included in the Project Space counts. Includes both participants and attenders
Total direct	7,086	
Total including indirect	417,552	

Some of the projects in the Exploration Phase engaged specific communities including the queer community, children, older people and intergenerational activity. Other participants included ESOL students who are refugees, asylum seekers and migrants. South Asian and Chinese communities were a focus for community activities as was the wider Garnethill community.

“It is good that there's this emphasis on getting different voices and different stories told, because I think there's a danger of gentrification and people being alienated from their space.”

A survey was conducted of participants and event attenders within the Exploration Phase to identify the range of people involved. Key findings related to the geographic range of participants were:

- 55% of participants had a connection to the SSCHD area. 25% lived in the area and 15% studied there. 9% worked in the area with 18% regularly going through the area to get to work. The largest group (45%) had no regular connection to the SSCHD area
- 76% were resident in Glasgow City Council with a further 14% resident in the wider city region. 10% lived elsewhere (base 285 postcodes).

In terms of the profile of people, the participant/attender survey found that:

- The participants were relatively evenly spread across the five SIMD quintiles. The largest quintile was SIMD3 (25%) which is the predominant quintile for the SSCHD area. Just under 20% of people who engaged in the project live in an area assessed as having the highest relative deprivation (base valid Scottish postcodes 255).
- 37% of participants were aged under 30. 42% were aged 30-59 and 22% aged 60+. (base 285)
- 6% of participants identified as being from a minoritised ethnic group with the largest single group being Chinese, Scottish Chinese or British Chinese (3%). In addition, 5% were of mixed or multiple ethnic groups (base 274).

One of the key measures related to this outcome was the heritage experience of participants. The participant/attender survey found that 20% of respondents had never visited Sauchiehall Street Culture and Heritage District to engage in culture or heritage activities with a further 14% having visited once in the past 12 months. At the other end of the scale, 40% were frequent visitors to the area visiting at least monthly (base 315).

Stakeholder consultation further confirmed the perception of a wide range of people being involved in the activity including those who were not typically engaged in heritage activities. Stakeholders identified that the design of their projects had brought in people who were attracted by the activity rather than a direct heritage motivation.

“The mix of age was interesting as it brought so many perspectives of their experiences with Glasgow heritage. The old, the new and the future! The story about the sound of the starlings on Sauchiehall Street was my favourite.”

“People really immersed themselves in the setting, the popcorn machine, cinema seats and red carpet made for an inviting experience. By inviting people to take part in exchange for popcorn the project was accessible encouraging participation by would not typically feel confident to get involved in a participatory art project.”

“Sensory approaches proved to be a powerful way to explore heritage, helping to overcome barriers of age, language, and accessibility—ultimately opening up the exhibition to audiences who might not otherwise consider visiting a heritage space.”

Conclusion: A wider range of people will be engaged with heritage

With 150 sessions of activity and a variety of different ways to be involved attracting over 7,000 people directly this outcome was met in the Exploration Phase. The range of people involved was diverse by design and demonstrated by the survey findings. It reached people with no previous heritage experience in the area and both those connected to and not connected to the Sauchiehall Street area. It is identified that there needs to be continuity of activity to maintain the engagement achieved in the Exploration Phase.

Heritage will be identified and better explained

One of the contributing factors for this outcome (as identified in the logic model) was raising awareness of SSCHD as a means of increasing awareness of the culture and heritage of the area. SSCHD generated a brand 'People Make Sauchiehall Street' which fits under the wider People Make Glasgow brand which is used by GCC and Visit Glasgow. A dedicated Facebook page was created with linked pages on the Glasgow Life website. A mailing list was created. The People Make Glasgow Instagram site cross posted SSCHD news and events. The project generated over 30 news and media stories relating to both the wider strategic role of the project and specific programming creating a positive narrative about the street.

The main goal in the Exploration Phase related to this outcome was in uncovering intangible cultural heritage with many projects including opportunities for people to share memories. This included:

- The Wing Hong Centre Elders sharing memories of their experience moving to and forming a community in Garnethill
- The Project Space encouraging people to share their memories of Sauchiehall Street which focused on shopping and nightlife with foundational memories relating to family experiences and partners meeting
- Soft City also focused on the retail and social spaces of Sauchiehall Street
- 24 Things to Tell You worked with participants to uncover a wide range of memories including those related to the punk movement and Garage nightclub.

In addition, there was more formal identification of heritage in oral history projects and using the Mitchell and Glasgow School of Art Archives. Many of the projects were based on research which has been collated as resources. The memories recorded in the Exploration Phase have been archived by the relevant organisations allowing a legacy to be created.

A key output related to this outcome was the creation of a map by the University of Glasgow which charts the social, cultural and entertainment activities of the Sauchiehall Street Culture and Heritage District since 1885. It shows the venues, pubs and clubs, art galleries, theatres and cinemas that have been part of the live and heritage of the Street and the surrounding area across the last 140 years.

Stakeholders identified that this aspect of the Exploration Phase had been a success. Recording and archiving the memories shared in the Exploration Phase was an important first step in building and preserving the heritage of the local communities.

“Everything we did focused on the idea of uncovering personal heritage and making public private, personal memories. This is an enormously powerful and political act – bringing people’s memories to life and making visible the intimate ways they have experienced life here for all to see. A necessary reminder that people are vital to the place in which they live.”

“Through oral history interviews, photo-sharing, and public events, we captured not only individual memories but also the collective story of a resilient, resourceful community deeply rooted in the area for decades. It was especially moving to hear from elders who had never spoken publicly about their journeys or struggles before. These exchanges helped preserve not just cultural heritage but individual voices that might otherwise be lost.”

The activity related to the built heritage in the Renewing strand has focused on identifying need and opportunity. This has included engaging a wide range of stakeholders including cross departmental within GCC, cultural sector and community partners and developers. This has resulted in a map which identifies the development opportunities. This Exploration Phase has also included allocation of grants to support early-stage capital development for the Royal Highland Fusiliers Museum and Garnethill Multicultural Centre.

Stakeholders identified the complexity and long-term nature of change for the built environment. There was feedback that the activity taking place within the Exploration Phase relating to the built environment was conducted behind the scenes including commercially sensitive conversations. This impacted the visibility of progress within the Exploration Phase towards achieving this outcome.

“People like quick wins and this is a longitudinal project. The next phase needs to show tangible change in the landscape – the next stage is crucial.”

Conclusion: Heritage will be identified and better explained

In terms of intangible heritage aspect, this outcome was met with this consistently being a theme of the Exploration Phase activity and stakeholders identifying the benefit and impact of this focus. There are ongoing stages relating to archiving and promoting the resources created in the Exploration Phase.

For the built heritage the outcome is longer term, with initial progress made within the Exploration Phase. Communicating this progress and achieving visible change is identified as a priority by stakeholders for the next phase.

People will have learned about heritage, leading to change in ideas and actions

There are two stages to this outcome, firstly that people will learn and secondly that the learning will lead to change. In the participant/attender survey 85% of respondents agreed that they had learned something valuable to them about the heritage of SSCHD as the result of the activity. Excluding the Music Day and Strip the Willow (which did not have a specific heritage learning activity) 93% agreed overall (base 224).

“[the Exploration Phase has shown that] heritage is not just about museums; it is living and active. Personal heritage is valid, to be celebrated and made visible.”

The participant/attender survey sought to identify what impact and change had been generated as a result of the activity. It found that as a result of the activity:

- Participants felt more positive about the future of Sauchiehall Street (83%)
- Participants felt a stronger sense of belonging to Sauchiehall Street (79%) particularly for residents (95%)
- Participants felt more proud to live, work, study or visit the area (83%) with this being higher (89%) for people who live/work/study in the area.

Stakeholders identified that the Exploration Phase had prompted the start of a change in narrative about the Sauchiehall Street area. Key aspects of this related to the alignment across strategy leading to a real sense of priority and the level of engagement with the community which has created a constructive context.

“Things are starting to happen; we can build on this and deliver.”

“They can see we are here; it is an ongoing constant not a one-off or closed door.”

Consultees noted that there was a great deal of embedded negativity about the area. Several stakeholders identified the emotions generated in talking to the public about the Street and their experiences. There was a sense of loss and grief. Across the stakeholders, including the Project Team, there was a reflection that having conversations about the history of the area and the vision for SSCHD changed attitudes and increased positivity. Stakeholders identified that the events taking place during the Exploration Phase were starting to change attitudes. Contrasting articles in the Herald newspaper (Jan 24 ‘Sauchiehall Street could pass for a zombie apocalypse set’, April 25 ‘How famous Scottish street is coming back to life with art’) were cited by several stakeholders as charting the changing narrative.

“I think people learned that there are people working to make a change and to lay the foundations for something better, rather than easily just writing off the street. I think people learned to look again at the street, to turn their head or think twice about what this place represents now. Changes happen incrementally and I think our project went some way in encouraging a more optimistic vision of what the street could be.”

Stakeholders identified that there had been a change in the perception of what heritage was and how personal and community experiences were heritage. There was also a change in attitude to the heritage assets of the area and understanding of the richness it offered.

“We have really learned the benefit of looking around where we live and understanding the depth of what is on offer to us. As we are around the corner from both Sauchiehall Street and the Glasgow School of Art, we are in the heart of heritage. It is only a matter of deciding what we want to look at!”

“In terms of public impact, many visitors left reflecting—or even rethinking—their understanding of what heritage can be.”

Conclusion: people will have learned about heritage, leading to change in ideas and actions

This is an intermediate outcome with the expectation that change would begin in the Exploration Phase to be extended and consolidated in further phases. There is evidence that change has started to occur as a result of the SSCHD both in perceptions about what constitutes heritage as well as attitudes to the area. This is an initial movement of the dial with stakeholders highlighting that sustained activity is needed to achieve sustained change.

The local area will be a better place to live, work or visit

There is a strong foundation of satisfaction with 82% of participants/attenders in the Exploration Phase agreeing that SSCHD is a great place to live, work, study or visit (base 311).

This is supported by the public baseline study which found that:

- 76% agree that Sauchiehall Street Culture and Heritage District is a great place to live/work/visit
- 93% of SSCHD residents (base 58) agreed that they are proud to live in Sauchiehall Street Culture and Heritage District
- 76% of people who work/study in the area (base 143) agreed that they were proud to work/study in SSCHD.

Likewise, the public baseline found a high level of enjoyment of the respondent's visit to SSCHD (88%).

The baseline survey was used to identify people's perceptions of Sauchiehall Street now to help to understand what areas of concern existed. It found that satisfaction was high with all the areas tested having satisfaction ratings over 70% excluding the look of the shops (67%) and the shopping offering (46%). The areas with more negativity were the look of the shops (15% poor), overall look of the street (13%) and condition of the buildings (12%). The baseline study found that cultural was the second highest association with the area (40%) after convenient (48%). When asked to select the single most accurate word to describe the area, 89% selected a positive word with 9% picking 'run-down'. It should be noted that the baseline survey includes people who are required/have chosen to be in the

Sauchiehall Street area and does not include the perceptions of people who chose not to visit.

The Renewing stand of activity aimed to identify future ambitions and possibilities. The provocations at the Project Space sought information from participants about what the area required. This identified the importance of places to meet both indoor and outdoor which were free to use and community focused. Respondents wanted more trees, flowers, sensory gardens, and natural elements to soften the hard landscape. There was interest in more art, events and animation. The Project Space consultation also allowed participants to reflect on the architecture of the area and what was important to them including Charles Rennie Macintosh, Alexander Greek Thomson and the wide variety of architectural styles evident in the Sauchiehall Street area.

The Exploration Phase aimed to evidence that culture and heritage could make a significant contribution to making the local area a better place to live, work or visit.

- The participant/attender survey found that participants agreed (96%) that projects like SSCHD are what makes the area good (base 316). The same survey also evidenced interest in further engagement in cultural/heritage activities with 95% agreeing that they would take part in another activity to improve SSCHD
- The baseline survey also evidenced that the heritage and culture were perceived to contribute to making this an attractive place to live/work/visit (73% agree). It also evidenced that the heritage of the area was important to people (53% agree) and a source of pride (51% agree) although both of these indicators are lower.

Stakeholders agreed that the activities and events of the Exploration Phase were an immediate and evident improvement, creating a positive buzz. They were also a visible statement about the change that was taking place, showing signs of movement and creating momentum. At the same time there was recognition that progress towards this outcome was a longer-term ambition and that more activity over a longer period was needed for real change to be realised.

“It has shifted negative press, and the events have been visible and changed perceptions.”

“Lots of people were pleased to see improvements being made to the area, things going on, and growing opportunities, but the reputation of the area will only grow if celebration of culture and heritage continues with consistency.”

The public baseline survey also sought to identify what people wanted from the SSCHD. It identified most interest in food festivals (38%) and cultural festivals (37%) with higher interest from residents. It also confirms interest identified from the Project Space consultation in community/meeting space including outdoor space, indoor space and green space particularly from people working in the area and residents.

Initially it was intended that the output in the first stage would be a ‘Strategic Framework informed by project activity to inform future partnerships, planning and policy and to prioritise potential future projects’, the addition of the Proof of Concept Phase has changed the nature of the output with the consultation instead informing the next phase NLHF application.

Conclusion: the local area will be a better place to live, work or visit

The focus for the Exploration Phase was to evidence the potential for culture and heritage to contribute to the Sauchiehall Street area as a place to live, work or visit. The participant/attender survey has given initial evidence of this with stakeholders also agreeing that there are signs of immediate change. The public baseline confirmed that the wider public agreed that culture and heritage have a contributory role.

Another key aspect in the Exploration Phase was to identify need and generate understanding of specifically how heritage and culture could contribute to improvement in the local area. The public consultation at the Project Space and the baseline survey have provided information which has informed the NLHF application for the Proof of Concept phase.

There is recognition from stakeholders that while the programme of the Exploration Phase has generated immediate benefits, this outcome will not be achieved for the Heritage Place project as a whole without sustained investment, engagement and activity.

In terms of tracking change going forward, there is a high baseline of satisfaction which reflects the pride of the community in their neighbourhood and city. The target should be to increase higher levels of satisfaction, the importance of heritage specifically and its contribution to pride.

The local economy will be boosted

This is a long-term outcome. The measures for this in the Exploration Phase related to demonstrating that culture/heritage could encourage people to visit the area.

The survey of Exploration Phase event attenders found that 76% had made a special visit to the area for the activity. The majority of event attenders (78%) agreed they were more likely to visit SSCHD as a result of this project (base 122).

The baseline survey also sought to identify the potential for culture and heritage to contribute to economic growth. It found that 60% agreed that the Sauchiehall Street Culture and Heritage District was a place they would like to spend more time in.

The baseline survey also aimed to identify the scope for growth in the local economy by understanding the baseline for culture and heritage activity in the area. The survey found that over a 12-month period 36% of the public using the Sauchiehall Street area had engaged in a cultural activity in the area.

The Project Space public consultation identified the need for greater visibility for the SSCHD itself as well as the arts and heritage within the area. The baseline survey found that there was high awareness of some cultural venues with significant potential to grow awareness of other venues. 55% of the public responding to the baseline survey agreed that they know about the culture and heritage of the SSCHD area.

Stakeholders identified some small steps had been made towards this outcome but that this was a longer-term objective rather than a focus for the Exploration Phase itself. Stakeholders identified positive changes in the direction of travel and wider indicators:

“I’m not counting GVA measures here – but I can see a different attitude to Sauchiehall Street in social and print media. If positivity

is a measure, I can definitely see that. Lots more needs to happen and is going to happen but it is a start.”

Conclusion: the local economy will be boosted

The potential to achieve this outcome has been demonstrated at a small scale in the Exploration Phase showing that people will travel to the area for activity and visit more often.

The baseline survey and the Project Space consultation demonstrates where progress can be made in developing awareness of cultural provision as a necessary step towards increase attendance.

This is a long-term outcome to be tracked over the next phases of the project against the baseline.

We will have delivered a high quality community and place led project

The logic model identified that the first stage of meeting the outcome was participant/attender satisfaction. To achieve impact, participants must first be engaged and positive about the activity they engaged with. 99% of participants/attenders rated the activity as good. 87% had a good time, 85% had fun and 86% agreed that they had enjoyed learning about the heritage of SSCHD (base 330).

It was a principle of the Exploration Phase that activity was co-created and community-led. Stakeholders reflected positively on the community engagement.

“[The Exploration Phase has] paved the way for the next steps – being embedded in the community, gaining trust, deep listening – but also making things happen which is important. [The area is] already pulsating & charged with the activities.”

“100% [the Exploration Phase has] given a voice to the community who previously felt not listened to – the project is making things happen. Joined up thinking is where it happens.”

To be a community led project, the ambition was for participants to feel welcome (83% felt welcome) with this being the starting point for deeper community engagement (68% of participants/attenders saying they felt included and 65% part of their community). Overall, 51% of participants/attenders felt their contribution mattered although this varied with this being over 70% for some of the activities (base 335).

Stakeholders reported the impact of having a wider strategic project as the backdrop for individual activities and the impact of engaging with the community:

“People were going in quite negative, and then having this community experience and chatting and feeling like their voice was being heard and going out slightly more positive that something's happening. So, there's at least hope; somebody else cares about it. Feeling like a connection to their place and a sense of community. A sense that things can change, things have changed, things will change.”

Stakeholders identified that the Project Space was particularly important through enabling direct engagement for any member of the public. Stakeholders reported that the emerging community needs identified via the Project Space consultation had shaped their activity going forward. They also identified that it changed the narrative:

“The Project Space was a container for people to articulate what they feel both their sense of loss and their aspirations. It allowed us to hold an emotional space.”

Stakeholder engagement is one of the measures of a successful community and place led project. SSCHD inherited a relationship with 46 organisations and contacts with 76 individuals as a result of the initial planning and Heritage Place bid. At the end of the Exploration Phase the list of stakeholders totalled 154 organisations and 170 individual contacts. This includes:

- Glasgow City Council and Glasgow Life
- National Lottery Heritage Fund
- 15 cultural venues
- 24 cultural organisations
- 7 heritage organisations
- 15 community organisations
- Developers
- 6 architectural organisations
- Glasgow University, Glasgow School of Art, Royal Conservatoire of Scotland, Glasgow Caledonian University, Dental Hospital and School, St Aloysious College and Garnetbank Primary School.

Stakeholders identified that the Exploration Phase has allowed organisations to come together and share and as a result stakeholders felt that the heritage community was starting to become stronger and better coordinated. Organisations identified that they had made new connections, built existing partnerships and raised their profile.

“We also engaged many local businesses and craftspeople to help the exhibition to life so in that way it felt like a Garnethill community collaboration.”

“Collaborating with schools, artists, and local partners helped deepen trust and mutual understanding. These relationships will continue to benefit our community long after the project ends.”

There was a recognition that this joined up approach should continue to allow organisations to develop.

“Change is starting to happen, it takes time, you need to do enough so it catches. Awareness allows connections to be made. You can’t force connections – awareness is the first step.”

There was across the board high praise for the Project Team in their delivery of the Exploration Phase and with the support provided. Having a separate Project Team with only SSCHD to focus on was viewed as being a success. The Project Team were commended and recognised as crucial in helping many involved in the Exploration Phase shape their ideas into a project. Stakeholders also felt that communication was timely and appropriate relative to their involvement.

“It was just really great to have somebody who fully understood what we were doing, why we were doing it and really interested in what we were doing. It was the best support I’ve ever had in a project.”

The Project Working Group felt that the governance model worked well as it had delivered what it set out to do. Having a dedicated team was identified as a key success factor and having three guiding themes for the Exploration Phase was felt to be clear and useful. Stakeholders liked the governance model for providing representation from across Glasgow Life and Glasgow City Council. They found that this supported strategic alignment, communications and operational delivery. The structure is new and innovative and is working well. It was felt that the Project Working Group facilitated building trust across different parts of Glasgow Life and Glasgow City Council and encouraged working together. This was felt had broken down barriers to start to achieve what was needed.

“It is a way of working brings together different parts of the council we have been able to tap into expertise and resources and different layers of conversations all around the table with agreed goals and focus.”

The alignment of SSCHD with the wider strategic framework was noted by stakeholders within GCC and observed externally in terms of the change in focus and priority on Sauchiehall Street and the culture and heritage provision within the area.

“The project emerged from the wider strategic context recognising the ability of culture and heritage to contribute to city centre renewal. It is here to stay – all roads lead to Sauchiehall Street.”

“We really feel the impact of the strategic attention on the area. It sharpens the minds of stakeholders to have this on the agenda. It shows the area to be worthy of city attention and investment.”

The partnership with NLHF was recognised as being a very positive and completely different model being more collaborative. This was recognised as being a new model for both Glasgow Life and NLHF.

There was consistent agreement from stakeholders that this stage of the project had been a success. It had brought people together, it had created awareness of the heritage of the area, it had brought people to Sauchiehall Street and had created a “buzz about the place”. Everyone agreed that the project should continue for the proposed future stages. They emphasised the importance of maintaining the momentum achieved and not losing the connectivity and relationships established. They focused on the potential of what more could be achieved over a longer period of time. This would cement the future of the area and create long-lasting impacts.

“[SSCHD] literally operated at every level simultaneously – at street level which is incredibly important – changing the narrative/dynamic on the street. This is THE most important thing initially. At the same time talking to [major stakeholders] about macro tectonic plates. That's the power of this project – I can't think of a project like this. “

There were several factors which were noted to have had a negative impact on the achievement of outcomes. These included the ongoing public realm works on Sauchiehall Street which were felt to have an impact on activity with less taking place on the Street than intended as well as more generally on overcoming negativity and establishing the narrative of change that was central to the Exploration Phase.

“There has been a big engagement by the community [Avenues project] but the ambition has not been fulfilled [green streets] leading to frustration. People are considering leaving Garnethill.”

It was recognised that achieving visible change in the built environment had not been an intended outcome from the Exploration Phase but that it was important for public and stakeholder engagement to manifest visible impact within the next phase.

There was a degree of feedback from grant holders and those receiving commissions that (while not ungenerous) the budgets were not in proportion to the ambitions and outcomes of the project and the level of community collaboration required.

While community engagement was positive, with this demonstrated by the number of stakeholders and their active engagement through stakeholder events, there was some feedback from some stakeholders particularly those undertaking commissions about their awareness of the wider project and the long-term plan. There was also feedback that it would be beneficial to embed the community further in the next phases at a decision-making level.

There was a feeling from stakeholders that there was a lot going on at once in the Exploration Phase and that spacing things out a little could have led to more partnership and connections between projects. The Project Team also felt that some of the partner organisations were already at capacity and delivering SSCHD projects created an added stress. They recognised that more support is needed here.

While the partnership with NLHF was very positively regarded, it was also observed that changes in the Heritage Places programme phases and the outcome framework had an impact including on delivery of the intended activity in the Exploration Phase, evaluation and communication around the project.

Conclusion: we will have delivered a high quality community and place led project

The ambition of the Exploration Phase was to utilise place-based practice and collaborative working to develop place and partner readiness for ongoing Heritage Place investment. In this regard, delivering a high-quality project required community collaboration, an inclusive approach, strategic alignment and consideration of long-term sustainability. The feedback from stakeholders is that this has largely been achieved with the SSCHD project emerging from a long evolution and the governance model fostering strategic alignment and collective focus. There has been a growth in the number of stakeholders engaged and positive feedback about the nature of the approach of the Delivery Team.

Participants/attenders confirmed the activity was high quality with high levels of satisfaction. Community/heritage organisations identified a range of benefits from their activity including developing relationships.

In terms of sustainability, there is consistent feedback that the project is on the right track to achieve over the long-term, but that consistent delivery and visible impacts were required to achieve momentum.

Learnings have been identified which should inform the next phase of the project.

Section 6 - Learnings & conclusions

The activity and its associated evaluation, as outlined in this report has demonstrated that the outcomes specific to the Exploration Phase were largely met. For some of the longer-term outcomes, the Exploration Phase has allowed the groundwork to be achieved, showing initial signs of progress towards these.

There were some consistent learnings which should inform the next phases of the Sauchiehall Street Culture and Heritage District project.

Consistent ongoing delivery

While the activity of the Exploration Phase was considered a success, there was consistent feedback that the ultimate outcomes would not be achieved without an ongoing programme of activity. This included the street presence at the Project Space and more visibility of the development work taking place in regard to the built heritage. These wrap together to achieve greater visibility for the SSCHD. Growing awareness of the SSCHD project and brand (through activity and visible change) are required to support and extend the narrative of change. It is recognised that current perceptions of change are fragile and need to be fostered. The expertise and focus of the Project Team are seen as being crucial in continuing to establish the narrative of change which is essential to achieving the longer-term outcomes.

Stakeholder engagement

While the Exploration Phase has grown the number of stakeholders including those actively involved in the project, there is feedback on the importance of continuing to grow both the number and diversity of those involved. This also contributes to growing awareness of SSCHD.

Community and cultural organisations engaged in the project recognise the benefit of their involvement in the Exploration Phase. They also recognise that taking a long-term approach and focus on the area supported positive community engagement. The next steps that these organisations identify is further extending the relationships established and developing new partnerships. This would help to develop and expand the capacity of organisations engaging.

Strategic alignment

The governance model for the Exploration Phase aimed to involve key stakeholders in the delivery of the project. Having a wider strategic framework for SSCHD is reported to support the narrative of change and to create greater confidence in the long-term potential of the project. It is recognised as being important that SSCHD is not only aligned to but integrated in wider ambitions for the city and other operating mechanisms (such as BID or city centre). The consultation identified that engagement can be undermined by a lack of communication or consistency (such as related to groundworks or planning decisions). Reciprocal communication across stakeholders and consistent messaging is essential to stakeholder and community confidence.



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