



**EASTHALL
RESIDENTS ASSOCIATION**

**Easthall Residents Association in partnership
with Easthall Park Housing Cooperative**

Employability and Training Project

Feasibility Study

October 2013



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SECTION 1

EXECUTIVE SUMMARY

Background and Introduction

Easthall Residents Association is a charity (SC008077) that has been operating since 1973. Much of the Associations work has focussed on providing comprehensive social and welfare services to help people fulfil their potential, support families and develop the community infrastructure necessary to create successful communities. The Association has been supporting residents in the Greater Easterhouse and surrounding areas through the establishment, maintenance and management of a successful and well used community centre, the Glenburn Centre.

Easthall Housing Co-operative was founded in 1992, and owns and manages 750 properties within the Easterhouse area of Glasgow. The Co-operative was awarded the Small Social Landlord of the Year 2013 (CIH and Inside Housing UK Housing Association National Award) for its work in making a difference in the community. Accordingly, it is a well-recognised and valued organisation, not only in Easterhouse but nationally, which is managed and controlled by local residents. The Co-operative has gone on to adopt the mission statement of “Making a Difference to our Community”.

Over the past year Easthall Residents Association, Easthall Park Housing Co-operative and The Community Workforce Partnership have been working together to develop proposals to acquire, redevelop and bring back into community use two vacant and derelict land sites, in Easterhouse , Glasgow. The sites are at Kildermorie and the former school site adjacent to the Glenburn Centre. The two sites are currently owned by Glasgow City Council and have both stood vacant for over 30 years and 5 years respectively.

Resources were secured through the Big Lottery Investing in Ideas Fund to commission The Community Workforce Partnership to examine the feasibility of the venture and produce the project proposal outlined in this report.

Project Proposal

Following consultations with local residents and stakeholders, the following proposals have been developed for each of the sites.

Kildermorie Site	Description
5 - 7 Aside Football Pitch and Tennis Court	This facility will offer the opportunity for community based 'free' use by local residents and the possibility of some limited income generation from hiring out the facilities to local community groups. It will also be used on a regular basis by the local football club for their training and coaching sessions. The pitch itself will consist of a Polymeric playing surface with dimensions of approximately 50 metres x 30 metres, and will contain markings outlining both the football pitch and the tennis courts.

Former School Site	Description
Running Track	The running track will be constructed at the North West end of the site, creating a 150m x 4 lane circuit, and a 100 metre 4 lane sprint track. The track surface will be 18mm thick pour coated Polytan `S`
Mountain Bike Track	The track dimensions will be approximately 50 metres in length and 25 metres in width, and will contain a variety of terrains and obstacles that will create an exciting facility for both novice and more advanced cyclists.
Play Area	Located at South East corner of the site will be an `Inclusive Area of Play` that will allow children with and without special needs to play side by side. The targeted age group for use would have an upper limit of 12 years.
Outside Gymnasium	The Outside Gymnasium will occupy an area approx 12 metres x 10 metres and be located in the South West corner of the site. The gym will contain equipment such as a `Cross Trainer` `Hand Bike` `Ski Machine` `Pull Up` `Chest Press` etc. In conjunction with the gym layout there will be a `Zip Wire` and `Embankment Slide` incorporated in the final design to add even greater variety during use.

Project Justification

The report reviews key demographic and social indicators including the 2012 Scottish Index of Multiple Deprivation and concludes that overall picture which emerges is one of a socially challenged community with a significant population of both children and young families where the deprivation is stark and broadbased in terms of its symptoms – with the community rating poorly in terms of access to jobs, suffering disproportionately from poor health, having low educational attainment and low disposable income. The Provan ward, where the project proposals sites are based, ranks as the 2nd worst community in Scotland in terms of the Scottish Index of Multiple Deprivation through the recording of information on economic deprivation and health deprivation and the worst constituency in terms of crime and housing and education, training and skills.

In this context the need for initiatives to create jobs, education and training and address the need for preventative social services is an obvious high priority for key local stakeholders and community based organisations.

Project Delivery

In bringing this proposal forward, Easthall Housing Co-operative's vision for the development is as follows:

The Co-operative in partnership plans to deliver much needed community facilities whilst ensuring that the model of delivery focuses on a training and employment initiative that goes right to the heart of the problems affecting our community namely poverty and a lack of employment opportunities.

This project will deal with derelict land, create facilities whilst providing training and employment for our community.

Given the importance of maximising community benefit from capital investment in the redevelopment of the sites, the Community Workforce Partnership has identified the potential to carry out the works as an integrated construction and employability scheme.

The external works package, which contains items such as Site Preparation, Roads Paths and Surfacing, Soft Landscaping and Planting, Fencing and Railings and External Drainage are all elements of work which can be carried out within this model of delivery – with all work able to be carried out on time, to industry standards, and to budget whilst also integrating fully into the main construction programme. Other elements of work within the construction programme may also be delivered as part of the scheme.

This type of delivery model although innovative in its approach, has been successfully used by housing associations and main line contractors, on a number of new build and refurbishment programmes over the past few years. This has allowed not only a physical product to be produced on its conclusion, but good employment and training opportunities and outcomes throughout its duration

On this basis Community Workforce Partnership estimate that the external works programme associated with the redevelopment of these sites would generate 56 weeks of paid training and employment for up to 48 unemployed local residents.

Environmental Benefits

In redeveloping these sites from their current state into modern and sustainable facilities fit for purpose in the 21st Century Hardies Property Consultants have indicated that a range of environmental benefits will be able to be secured which are likely to be of importance in demonstrating the environmental attributes of the project proposals to potential funders;

- Use of recycled materials for all up-fill and sub- base elements
- Use of recycled sub-soil and topsoil
- Use of sustainable drainage systems (S.U.D.S.)

The above are brief examples of the 'Eco-Friendly' approach that will be taken during the construction phase of the project. A more in depth specialist study will be undertaken prior to commencement of site works to fully determine the extent of the environmental will be achieved.

Project Management

During the preparation of these project proposals, the need for a resourceful and stable community anchor organisation to develop, manage and promote the use of the new facilities emerged as a key theme. Easthall Park Housing Co-operative have expressed their desire to assume this role and would be willing to commit to the following key activities;

- Acquiring both areas of ground on a long lease from Glasgow City Council and assuming responsibility for compliance with the associated terms
- Acting as lead partner for the submission of appropriate funding submissions in order to assemble the monies required to redevelop the sites and create the associated facilities
- Acting as client for the redevelopment of each open space area, procuring the necessary works contracts with appropriate contractors
- Acting as Facility Manager, responsible for ongoing maintenance, repair and upkeep of the facilities and efficient running of the facilities including the management of the areas.
- Promotion and marketing of the facilities to the local community

Potential Outcomes

If successful the project will have an important impact on the local community generating a range of social, economic and environmental outcomes. An indicative set of outcomes which could be achieved by the proposed redevelopments are set out in the report, including the subset set out below.

Target Range	Indicator
15 to 20	No of local residents active in decision making concerned with the development, management and operation of the new facilities
2.7	No of hectares of brownfield land brought back into use in an area of multiple deprivation
5-10%	Increased resident satisfaction with their neighbourhood as a place to live due to the redevelopment of the sites
80 - 120	No of residents using new sporting and leisure facilities on a regular basis
80 - 120	No of residents reporting increased physical activity as a result of the new facilities
80 - 120	No of residents reporting improved health as a result of the new facilities
45-50	No of paid training and employment opportunities created for young people aged 16 to 24 during the construction works programme.
40-60%	% of employability programme beneficiaries achieving positive destinations upon completion of the programme
70-80%	% of young people with improved confidence and skills as a result of participating in the programme

Financial Projections

As part of this feasibility exercise Hardies Property Consultants were commissioned to undertake feasibility works and produce an indicative cost plan for the proposed site redevelopment. In summary the total works cost, exclusive of VAT, is estimated to be £577,500 and is made up of the following key elements:

- Site Preparation
- Drainage
- Football Pitch
- Running Track
- BMX Track
- Tennis Court
- Adventure Play Area
- Outdoor Gym

Hardies were additionally asked to produce a 10 year life cycle cost exercise for the facility. On this basis the annual provision which requires to be made to enable major components to be replaced and serviced is £4,000 per annum.

Given their lead project development and management role Easthall Park have confirmed that they will be able to absorb these annual costs - demonstrating their commitment to providing a stable platform from which ongoing sustainability of the facilities within the local community can be secured.

Funding

The report demonstrates the fit between the project proposals and a number of important local and national policy and funding priorities outlined in, for example, Glasgow City Council's Economic Development Strategy, Glasgow Community Planning Partnership – Single Outcome Agreement and the Scottish Government Regeneration Strategy. Given these strategic fits, the need for significant capital monies and the desire to incorporate employability as a key feature of the approach to the refurbishment works, a number of key funding sources for the proposal have been identified.

Sportscotland have 2 particular strands of funding which offer the potential to support the proposals outlined in this report – their Legacy 2014 Active Places Fund and their Sports Facilities Fund. Initial consultations with Sportscotland suggest that they would steer Easthall towards the 2014 Active Places Fund because of both the community nature of the facilities, and also the elements of activity being offered. They have also suggested however that they may consider an application to the Sports Facilities Fund for the 7 aside pitch at Kildermorie if this was made on an individual project basis.

The Legacy 2014 Active Places Fund provides funding for capital projects which create or improve places in local communities where people can go to get active and includes a wide range of community led projects such as new bike or skate parks, outdoor adventure facilities, walking routes, or new projects within school estates. The Fund can provide funding of up to £100,000 towards eligible project costs, with an applicant contribution (if the project is located in a SIMD area) of 10%.

The next submission date is 1 February 2014 with decisions expected within 3 months.

The Big Lottery is currently operating a funding stream in Scotland called Investing in Communities. This has 3 key themes / investment areas - Supporting 21st Century Life; Life Transitions; and Growing Community Assets. The latter 2 strands have been identified as of most relevance to these project proposals. These Big Lottery Funds can offer funding support of between £10,000 and £1 million, and up to 100% of project cost.

Initial consultations discussions with the Big Lottery officials on the nature of the project indicate that they believed the most viable funding strand to be the Life Transitions programme because of the employability nature of the delivery model.

Under the Life Transitions strand, the Big Lottery want to fund projects that help people achieve obvious, concrete changes in their lives such as securing a job or a home. Within the range of example projects they expect to Fund are those which 'may focus on offering supported employment and creating new jobs'. To meet this particular outcome the Easthall proposals would be able to demonstrate that they are delivering the following priorities:

- More people previously outside the labour market access sustainable jobs created in enterprises and organisations working towards social aims.
- More economically inactive people are in touch with job-seeking services

In addition to these significant funding streams the training and employment creation feature of the project will enable a range of local and national funding sources to be accessed by an experienced employability partner such as Action for Children. Consultations with them during the course of the preparation of this report indicate that, given the overall project cost and proposed method of delivery, sums of up to £120,000 could be accessed in this manner.

In summary given the estimated cost of the proposals is in the region of £650,000 it is suggested that a viable funding package will require to contain contributions from a number of funders and that a combination like the example outlined below would represent an appropriate strategy:

- Capital funding towards the creation of the facilities and community assets (e.g. Sportscotland Legacy 2014 Active Places)
- Revenue funding towards project delivery costs (e.g. Big Lottery Life Transitions)
- A funding contribution from the lead applicant is sometimes a pre-requisite for some funders as a demonstration of commitment – in the case of Sportscotland for deprived areas such as Easthall it can be reduced to 10%.
- Employability / training monies towards the cost of recruiting, training and paying for trainee labour and maximising employment gains for unemployed and other disadvantaged residents (e.g. Skills Development Scotland contracts through Action for Children, Employer Recruitment Incentive, a future ESF programme)
- Application to charitable Trusts to secure funding towards any remaining gaps in funding (e.g. Esmee Fairbairn, Wood Family Trust)

SECTION 2 INTRODUCTION AND BACKGROUND

2.1 Background and Local Context

Easthall Residents Association is a charity (SC008077) that has been operating since 1973 and it reviewed its charitable status as a company limited by guarantee (354307) in July 2008. The Association currently has eight voluntary committee members of which seven are from the local community and one external professional.

The Association has been supporting residents in the Greater Easterhouse and surrounding areas through the establishment, maintenance and management of a successful and well used community centre, the Glenburn Centre.

The Glenburn Centre consists of a community hall, IT suite, residents' café, an innovative community bank and commercial office space.

Much of the Associations work has focussed on providing comprehensive social and welfare services to help people fulfil their potential, support families and develop the community infrastructure necessary to create successful communities. This support includes training, employment, recreation and welfare rights provision. The Glenburn Centre in the 2012/13 period had 14,479 attendances and is currently on target to exceed its target figure of 16,000 in this financial year.

Given the fact that the Association had its facilities based in the Easthall area and that there was a local Housing Co-operative operating in the same area (Easthall Park Housing Co-operative Ltd) a natural partnership developed to support community development. Both organisations now operate from the Glenburn Centre, have a formal strategic partnership and have developed a strong track record in housing and community development.

Easthall Park Housing Co-operative was founded in 1992, and owns and manages 750 properties within the Easterhouse area of Glasgow. A member of the Scottish Federation of Housing Associations, Easthall Park is a company registered under the Industrial and Provident Societies Act. The Co-operative is run by a Voluntary Management Committee of twelve members and currently employs fourteen staff. The committee members, nine female and three male, are all residents within the local community.

The Co-operative was awarded the Small Social Landlord of the Year 2013 (CIH and Inside Housing UK Housing Association National Award) for its work in making a difference in the community. Accordingly, it is a well-recognised and valued organisation, not only in Easterhouse but nationally, which is managed and controlled by local residents.

The Association has a proven track record in delivering community impacts and has credibility with local and national funding agencies as an organisation capable of assembling and managing regeneration funding packages and projects. The Co-operative has gone on to adopt the mission statement of **"Making a Difference to our Community"**, a reference to the significant contribution which it aims to make towards the regeneration of the communities in which it operates.

In 2012/2013 The Co-operative's turnover was £2.5 m, with assets valued at £50m as detailed in the annual accounts.

A significant factor in the success of the Co-operative is how the Co-operative's management committee, in partnership with Easthall Residents Association, support staff to deliver projects for the benefit of the community.

The Co-operative has recently been awarded Investors in People Gold Standard at their first application. This demonstrates the value placed on people and recognition of success in effectively engaging staff in delivering ambitious housing and community development aspirations. Only 4% of companies assessed by Investors in People have obtained this unique and illustrious Gold Standard recognition.

As a *community investor*, the Co-operative has injected £51m into new build and modernisation programmes to help sustain the regeneration of Easterhouse over the last 21 years - through the provision of quality housing to meet the diverse needs and aspirations of its customers, improving significantly the physical fabric of these communities.

The organisation is also a significant employer of local people, with 29% of the 14 staff living within the East End of Glasgow,

In recent years Easthall Park have worked with a number of partner organisations to provide employment opportunities for people within the local community:

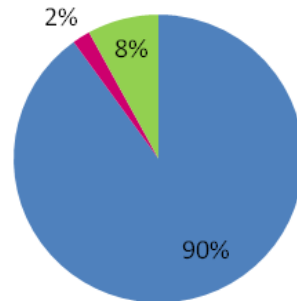
- **Community Jobs Scotland:** 3 temporary posts created for 6 – 12 month period
- **Action for Children/ Glasgow Regeneration Agency:** Under the auspices of the Easthall challenge, 4 work experience projects have been created which in turn have assisted 60 young people (16 - 19 year olds) gain valuable employability skills and have assisted them to secure long term employment.
- **Construction Apprenticeships:** 4 construction apprenticeships created in the past two years.
- **Modern Apprenticeships:** 3 administrative training posts along with a further 4 posts created for community bank
- **GCIL:** Various training places are undertaken with 2 people with special needs currently in post.
- **Volunteers:** Up to 15 volunteers supported each financial year.
- **Sessional Workers:** Up to 12 sessional workers supporting youth activities in any given year.
- **John Wheatley College:** An average of 20 people per annum undertaken specialised courses with a training allowance over the last 5 years.

A recent resident survey undertaken by Easthall Park Co-operative indicated strong support for the community development and social enterprise activities which are being undertaken already.

As indicated below, 9 in 10 respondents said that these activities were of value and make a difference to the community.

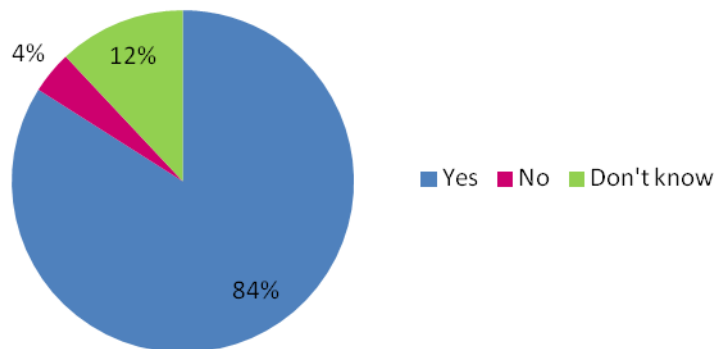
Q24 The Co-operative runs a wide range of social enterprise activities. Do you think these are of value and make a difference to the community?

■ Yes ■ No ■ Don't know



Following on from this, respondents were asked about the Co-operative's vision of 'making a difference to the community'. Over 8 in 10 respondents (84%) were of the opinion that the Co-operative is achieving this aim.

Q25 The Co-operative's vision is 'Making a Difference to Our Community'. Do you think the Co-operative is achieving this?



An open ended question was included in the questionnaire which asked respondents what one thing they felt Easthall Park could be doing to improve. Just under half of respondents (46%) said that Easthall Park was doing a good job or that the Co-operative did not need to improve. A further 11%, however, said the Co-operative could provide more facilities or activities for children or people in general. When this was examined in greater detail, only 63% were satisfied with the availability of children play facilities.

Against this background Easthall Park, recognising its obligations as a community anchor, is committed to exploring innovative approaches to the development and delivery of regeneration initiatives to ensure that maximum community benefits, particularly in relation to much needed training and employment opportunities, are secured.

In this regard the Co-operative are keen to play a key role in encouraging community development and actively engaging with local people to identify their needs and agree the solutions required to address them. In late 2012 Easthall Park Housing Cooperative, in consultation with Easthall Residents Association and other local stakeholders including local Elected Members and local community organisations, identified the potential to bring two currently derelict land sites back into use.

The sites are at Kildermorie and the former school site adjacent to the Glenburn Centre.

The two sites are currently owned by Glasgow City Council and have both stood vacant for over 30 years and 5 years respectively.

It is clear that the process required to initiate the redevelopment of the sites requires an anchor organisation, who can work with the local community groups and local residents and also supply the expertise required to make any redevelopment proposals happen.

With Glasgow City Council keen to support any redevelopment proposals for vacant and derelict land sites across the city and support community activity in the area, Easthall's interest in the redevelopment of these sites has been warmly received. Glasgow City Council Officers have indicated their agreement in principle to a long term 'peppercorn lease' for the sites if the development proposals can be achieved.

2.2 Feasibility Study

Over the past year Easthall Residents Association, Easthall Park Housing Co-operative and The Community Workforce Partnership have been working together to develop proposals to acquire, redevelop and bring back into community use the two vacant and derelict land sites, in Easterhouse , Glasgow.

Easthall Residents Association in partnership with the Co-operative secured resources through the Big Lottery Investing in Ideas to commission The Community Workforce Partnership to examine the feasibility of the venture and produce a project proposal which would:

- Outline key features of the project and carry out consultations with key local community based organisations to determine their interest in the facility.
- Prepare outline drawings for the redeveloped sites, detailing the nature and scale of the proposed facilities.
- Develop a model for the redevelopment of the sites which would maximise the level of community benefit from the project by creating training and employment opportunities for unemployed local residents in the redevelopment of the sites.
- Detail the likely type and scale of outcomes which the project would have on the local community.
- Produce indicative costs for the redevelopment and scope out ongoing maintenance costs which would be required to ensure that facilities could be sustained effectively on an ongoing basis.
- Produce a funding plan for the project based on its fit with key local and national policy and funders priorities.

These are examined within the remainder of this document.

Support for the programme is community led and backed by key agencies within the area. The project also has political support from local elected members as the proposed regeneration project has clear cross cutting community planning themes. The programme aims to improve recreational and leisure facilities, improve health and fitness, provide employment and training opportunities, complement the diversion strategy to reduce anti-social behaviour through positive things to do and provide a valuable community asset and resource. Agencies who have expressed their support for the proposals include the Residents Association, the Police, the Housing Co-operative, Glasgow Life, Glasgow City Council, elected members, charities, and local community based organisations - for example the Platform company (arts, sports, culture) - and local youth groups.

Action for Children, a large national charity have also been part of the wider strategic group, providing potential models for analysis of how the programme could benefit vulnerable young people during the refurbishment stage through the creation of training and employment opportunities .

SECTION 3 PROJECT PROPOSAL

3.1 Key Principles

Community Asset Development

It is proposed that the existing derelict land sites be redeveloped into community managed assets providing local people with access to facilities that are currently not available in the local area.

Training and Employment Creation

The importance to local stakeholders and local residents of maximising community benefit from any significant capital investment in a disadvantaged community such as Easterhouse has been identified as a crucial element of any proposals developed to bring these sites back into productive use.

Consequently the brief given to the Community Workforce Partnership for this exercise included the identification of innovative ways to achieve this objective. Indeed it is anticipated that the development work required within these sites is pursued in a manner which would be consistent with the Scottish Governments' Regeneration Policy which states:

“Regeneration is about achieving outcomes for businesses, people and organisations. It is about taking an approach which ensures these outcomes work together and reinforce each other to generate economic growth and an improved quality of life for people and communities.”

On this basis Community Workforce Partnership have identified the potential to carry out the works described in the Cost Plan (described in more detail in Section 6.1 to follow) as an integrated construction and employability scheme.

Easthall Park Housing Co-operative – Lead Role

Easthall Park Housing Cooperative's are clearly defined and focussed on **“making a difference in the community”** with the following being their key strategic objectives:

1. To deliver excellent housing services.
2. To maintain quality homes and maintain a quality local environment. .
3. To provide strong and efficient financial management.
4. To empower staff and ensure strong and effective governance across all business areas.
5. To create a strong inclusive and sustainable community.

Their desire “to create a strong inclusive and sustainable community” provides the context for these project proposals. This strategic objective recognises that for the Co-operative the success of the community is about providing more than a good housing product - it also requires effective environmental change and delivering a comprehensive range of social and welfare services.

This particular project is emblematic of this strategic position as it encapsulates many of the community development priorities the Co-operative believe are key to an inclusive and sustainable community: the renewal of vacant and derelict land sites, creating new recreational facilities in response to local demand and establishing training and employment opportunities in recognition of the disadvantage many in the community experience.

It should be recognised that the structure of Easthall Park Housing Co-operative consists of a management committee comprised exclusively of local people who set the purpose and strategic priorities for the business. Accordingly this particular project has been established within this context, with local people establishing the aim and priorities of the project and overseeing its effective management.

3.2 Description of the Existing Sites

Kildermorie Site



The site at Kildermorie (as shown above) is 1.6 Hectares in area, and previously housed a Primary School some 30 years ago. The site is reasonably flat in nature with mature trees acting as a natural boundary to the proposed development area, at the north end of the site. Access to the site can be obtained from Kildermorie Road allowing the `works access` required during the development stage of the project to be created with minimum disruption. The site condition and site make up have only been visually assessed at this stage, but assumptions are positive due to both the nature of the current proposal – with no major substructure or foundation work required for a seven aside pitch - and the fact that it has been the site of previous development. Drainage to the site should also present little problem as the topographical nature of the site – it sits high allowing run-off - and mains connections being adjacent allow a positive assessment to be made at this stage.

School Site adjacent to the Glenburn Centre



The former school site adjacent to the Glenburn Centre (as shown above) is 1.05 Hectares in area, and is the site of the previously demolished Easthall Primary School. The site has stood vacant for over five years and is currently being maintained by Easthall Housing Co-operative as part of their estate caretaker maintenance programme. Due to the nature of the site ie size, shape and location, it lends itself perfectly to the community facilities proposal, allowing a 'usage flow' to the facilities and a good link to the Glenburn Centre itself. Access to the site is good with the existing previous access undisturbed, allowing easy ingress, egress, and turning to be easily achieved. The site assessment is again visual at this time, but as with the Kildermorie site, is very positive due to the nature of the proposals – no major foundation or substructure work required - and the previous usage of the site. Service connections are all at hand and should present no major challenges.

3.3 Description of the Proposed Facilities

Following consultations with local residents and stakeholders, the following proposals have been developed for each of the sites.

Kildermorie Site	Description
5 - 7 Aside Football Pitch and Tennis Court	This facility will offer the opportunity for community based 'free' use by local residents and the possibility of some limited income generation from hiring out the facilities to local community groups. These organisations may offer fitness programmes, football coaching, tennis coaching etc to various age groups in the local area. The multi-purpose aspect of the facility will allow a more varied delivery

programme to be offered. They will also enhance the scope of youth activity currently being delivered within Glenburn Centre. The pitch itself will consist of a Polymetric playing surface with dimensions of approximately 50 metres x 30 metres, with markings outlining both the football pitch and the tennis courts. The whole area will be surrounded by 3 metre high wildmesh fence for both containment during the activities and security, with 2nos 2 metre x 3 metre lockable gates in the NE and SW corners. Movable type goals will be provided at either end, with the possibility of a basketball net above each goal.

Former School Site	Description
Running Track	The running track will be constructed at the North West end of the site, creating a 150m x 4 lane circuit, and a 100 metre 4 lane sprint track with a 10 metre run off area which will be surfaced with 18mm pour coated synthetic surfacing.
Mountain Bike Track	The track would be created on the North West side of the site accessed by the existing ramp from Ware Road and will be located within the running track. The track dimensions will be approximately 50 metres in length and 25 metres in width, and will contain a variety of terrains and obstacles that will create an exciting facility for both novice and more advanced cyclists. The track will be designed in accordance with mountain bike design specialist Trax's specifications, which will allow a safe, and varied layout for the different user groups who will use the facility. This type of facility will also enhance the list of youth activities currently being delivered within the Glenburn Centre.
Play Area	The new play area will be located at South East corner of the site and will create an 'Inclusive Area of Play' that will allow children with and without special needs to play side by side. We will work closely with a renowned manufacturer to specify and design a layout that will be fun, interesting, thoughtful, but above all safe for the children who will use it. The targeted age group for use would have an upper limit of 12 years.
Outside Gymnasium	The Outside Gymnasium will occupy an area approx 12 metres x 10 metres and be located in the South West corner of the site. The gym will contain equipment such as 'Cross Trainer' 'Hand Bike' 'Ski Machine' 'Pull Up' 'Chest Press' etc. In conjunction with the gym layout there will be a 'Zip Wire' and 'Embankment Slide' incorporated in the final design to add even greater variety during use. We are also investigating the use of the 'Green Option' type of equipment allowing users to measure effort of usage and create energy. The Glenburn Centre currently offers a variety of health related activities which will be enhanced by those interested in taking part in recreational fitness based activity.

The Community Workforce Partnership have commissioned initial drawings and a design specification for the two sites to deliver. These are attached as Appendix A to this report.

The scope of the redevelopment works required to create these facilities are set out in detail within the Elemental Cost Plan prepared by Hardies Property Consultants and attached as Appendix B..

It is worth noting that the key works will include :

- Creation of a new seven aside football facility at Kildermorie. This facility will be constructed to the minimum approved FA dimensions for 7 aside football. It will also have ability to accomodate 4 tennis courts to allow mixed sport usage.
- The creation of a running track which will have a 4 lane 150 metre circuit catering for a variety of distances ranging from 60, 100 and 200 metre sprints, to 800 and 1500 metre distance events.
- Installation of outdoor gym facilities that will include a variety of equipment including cross-trainers, hand - bikes, and chest press.
- Installation of `Inclusive Childrens Play Facilities` which will allow able bodied and children with disabilities to play side by side
- Creation of a bike track which has been designed to suit all types of bikes. The layout has been based on BMX Play Track Option 2 and contains features such as Start Hill, Table Tops and Triples.
- It is also proposed that the existing landscaping be enhanced by planting two double avenues of semi-mature trees alongside the footpaths linking the existing Playground and Ballpark areas to the new facilities. Wildlife planting to the Northern boundary at Wellhouse Road will also be included in the scheme

3.4 Illustrative Activity Programme

An indicative timetable has been produced to highlight the range of activities which would be able to be promoted within the local community if Easthall's proposal to redevelop these sites comes to fruition.

This is set out in the Table below:

Illustrative Activity Programme 2014

Day	Group	Time	Frequency	Details
Monday	After School Club	3.30pm – 5.30pm	Weekly (Term Time)	Football/Tennis/Running Track – varied times Average 15 participants
	Football Coaching	4pm – 6pm	Weekly	Football Pitch
	Monday Youth Club	6pm – 8pm	Weekly (all year round)	Football/Tennis/Running Track – varied times Average 35 participants
Tuesday	Special Needs Group	1pm – 3pm	Weekly	Football/Tennis/Running Track – varied times Average 20 participants
	After School Group	3.30pm – 5.30pm	Weekly (Term Time)	Football/Tennis/Running Track – varied times Average 15 participants
	Outdoor Group	5.30pm – 9.30pm	Weekly	Mountain Bike Track Average 12 participants
	Local Football Team	6pm – 8pm	Weekly	Football Pitch Average 20 participants
Wednesday	Special Needs Group	1pm – 3pm	Weekly	Football/Tennis/Running Track – varied times Average 20 participants
	After School Group	3.30pm – 5.30pm	Weekly (Term Time)	Football/Tennis/Running Track – varied times Average 15 participants
Thursday	After School Group	3.30pm – 5.30pm	Weekly (Term Time)	Football/Tennis/Running Track – varied times Average 15 participants
	Local Football Team	6pm – 8pm	Weekly	Football Pitch Average 20 participants
Friday	After School Group	3.30pm – 5.30pm	Weekly (Term Time)	Football/Tennis/Running Track – varied times Average 15 participants
	Friday Night Youth Group	6pm – 9pm	Weekly	Football/Tennis/Running Track – varied times Average 35 participants
Saturday	Bike Club	10am – 2pm	Weekly	Mountain bike Track Average 20 participants
	Youth Group	5pm – 10pm	Weekly	Football/Tennis/Running Track – varied times Average 25 participants
Sunday	Football Coaching/Integration league	4pm – 9pm	Weekly	Football Pitch
	Youth Group	5pm – 10pm	Weekly	Tennis/Running Track/Bike – varied times Average 25 participants

SECTION 4 PROJECT JUSTIFICATION

4.1 Economic and Social Profile

Easterhouse, located within the east end of Glasgow, remains, on the whole, a significantly disadvantaged community with a number of important local challenges which require to be recognised and acknowledged by any new projects planned for the area. These are set out below.

Local Demography

Easthall and Kildermorie are located within Easterhouse which lies within the Provan constituency ward. The ward has a population of more than 73,000 (based on the 2010 National Records of Scotland Estimates), accommodated in just over 25,000 households.

- The table below highlights that the Provan ward contains Households with a higher proportion of Children (18.4%) than the Glasgow and Scottish average (16.3 % and 17.3%)
- The table also highlights that the ward contains a higher proportion of adults of working age than the national average, but lower than the Glasgow average. In total there are 47,000 people of working age living and residing in the Provan constituency

This demographic information indicates a younger demographic profile for Provan than the Scottish average, placing greater emphasis on the need for facilities for children and young families. In 2010 the Glasgow Indicators Project also released data on the incidence of children supported by social services in the City. The report noted a wide geographic variation with the lowest figure being 4.8% in Langside and the highest being 12.6 % in the Provan constituency.

	2011 Glasgow Provan	Local Authority: Glasgow City	Scotland
Population			
Total Population: 2011	73239	598830	5254800
Total Population Aged 16-19: 2011	3575	29049	258454
Total Population - Children (%): 2011	18.04	16.38	17.38
Total Population - Working Age (%): 2011	65.13	68.14	62.79
Total Population - Pensionable Age (%): 2011	16.83	15.48	19.83
Male Population - Working Age: 2011	23870	208990	1697878
Female Population - Working Age: 2011	23829	199023	1601765

The table below highlights the housing structure of the area. Significantly it reports that the area has a higher number of properties under the Affordable Housing category (or the Social Housing rented sector) than the Scottish average - with the ward constituency having c50% of its housing needs met by the affordable social housing sector compared to 29% across Scotland and also above the City average of 43%. The table also illustrates 86% of the households within the area are classed in Council Tax Band A to C – again significantly above the Scottish and Glasgow City figures.

Housing	Provan	Glasgow	Scotland
Total Number of Households: 2001		271596	2192246
Percentage of Households - Owned: 2011	45.13	48.54	62.59
Percentage of Households - Social Rented: 2011	49.72	43.15	29.41
Percentage of Households - Private Rented: 2011	5.15	8.32	8
Percentage of dwellings in Council Tax band A: 2012	32.94	22.67	21.85
Percentage of dwellings in Council Tax bands A to C: 2012	86.3	70.63	61.47

Further evidence of the need for local job creation can be found in the number of people claiming benefits. The Provan Constituency has almost double the national average of 16-24 year olds claiming Job Seekers Allowance and 3 times the number of adults aged 25 - 50 claiming this benefit. In terms of overall benefits claimed, Provan has 19.7 % of its young people on benefits, 7 percentage points higher than the national average with the 25-49 aged groups 22 percentage points higher.

Economic Activity, Benefits and Tax Credits	Provan	Glasgow	Scotland
Percentage of populations aged 16-24 claiming Jobseekers Allowance: 2012Q04	11.8	6.8	5.7
Percentage of populations aged 25-49 claiming Jobseekers Allowance: 2012Q04	15.2	5.7	4.2
Percentage of working age population who are employment deprived: 2011	23	19	13
Percentage of population aged 16 to 24 Claiming Key Benefits: 2012Q04	19.7	14.8	12.7
Percentage of population aged 25 to 49 Claiming Key Benefits: 2012Q04	37.9	21	15.4
Percentage of population aged 50-64 claiming Key Benefits: 2012Q04	46.6	34.1	19

Scottish Index of Multiple Deprivation

A similar picture emerges when an analysis of the Scottish Index of Multiple Deprivation is undertaken. The Provan ward ranks as the 2nd worst community in Scotland through the recording of information on economic deprivation and health deprivation and the worst constituency in terms of crime and housing and education, training and skills.

Index of Deprivation	Provan Ward
Scottish Index of Multiple Deprivation Decile: 2012	2
Current Income Deprivation Decile: 2012	4
Employment Deprivation Decile: 2012	2
Health Deprivation Decile: 2012	2
Education, Skills and Training Deprivation Decile: 2012	1
Geographic Access to Services Deprivation Decile: 2012	10
Crime Deprivation Decile: 2012	1
Housing Deprivation Decile: 2012	1

Further analysis can be made of SIMD figures at a local community level, in particularly the 2 key delivery areas of Kildermorie and Easthall. The table below shows the lowest ranking by category for the lowest factor – i.e. on occasion one community is higher than the other. We have used the lowest figure to analyse.

Kildermorie and Easthall	Lowest figure within the 2 rankings
Income	73
Employment	60
Health	9
Education	12
Housing	177
Crime	196

Conclusion

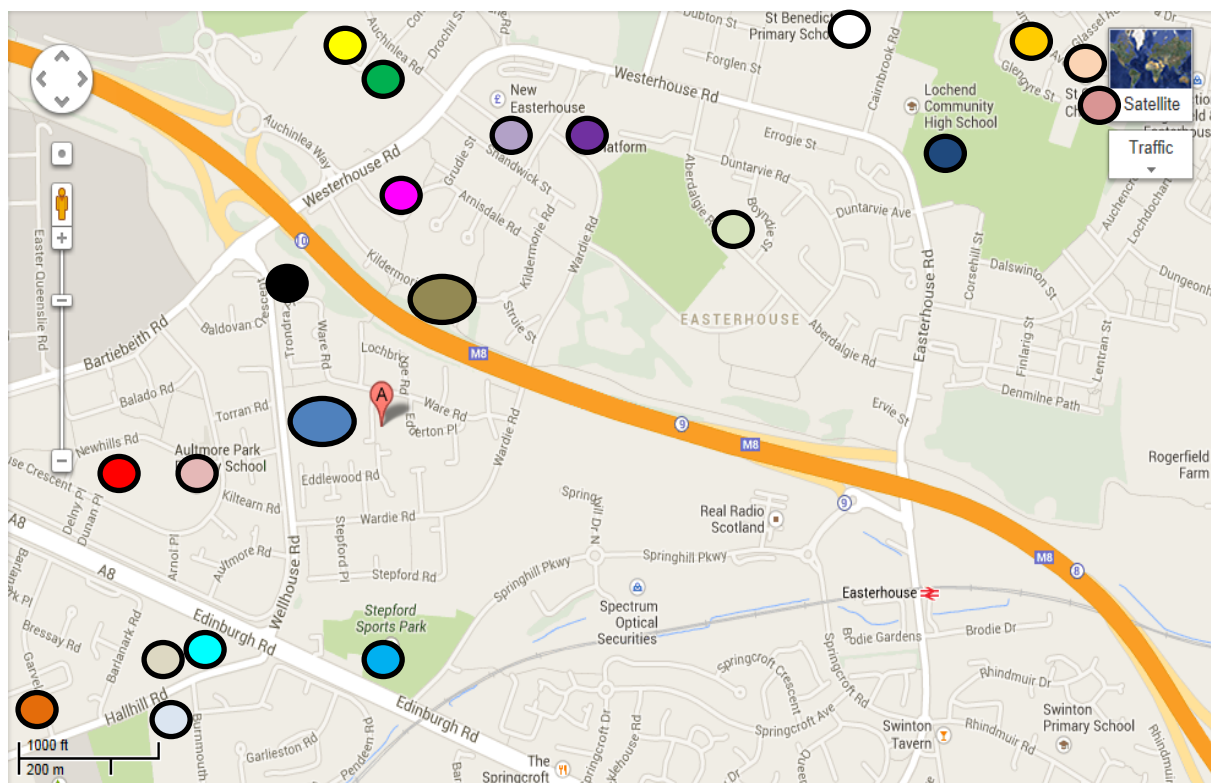
The overall picture which emerges from a social and economic review of the community is one of a socially challenged community with a significant population of both children and young families – residents who are most likely to require access to community based social services and facilities.



Moreover the deprivation in the area is stark and broadbased in terms of its symptoms – with the community rating poorly in terms of access to jobs, suffering disproportionately from poor health, having low educational attainment and low disposable income.


In this context the need for initiatives to create jobs, education and training and address the need for preventative social services is an obvious high priority for key local stakeholders and community based organisations.


4.2 Existing Provision


The map below shows the location of the existing community provision in the Easterhouse area.





-  **Site of proposed Glenburn Park Project: Land is directly beside Glenburn Centre home of Easthall Residents Association and Easthall Park Housing.**
-  **Site of 7 a side football pitch/multi use games court in Kildermorie.**


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Aultmore Park Primary School – Built in 2008 to house pupils previously attending Easthall, Wellhouse, Blairtummock Primaries. After school care facility only.
- 


HubSports – Sports Facility housing indoor games courts and an outdoor football pitch which is shared with Aultmore Primary School. Built in the Wellhouse area, it sits directly next to The Hub, Wellhouse Housing Association and the Innerzone Youth Centre. The facility opened in 2010.
- 


The Calvay Centre – Community facility built in the late 90`s and, formerly known as The Robert Bennie Centre Provides activities for young people i.e. Youth Club for under 12s and over 12s.
- 


Our Lady of Peace Primary School – Built in 2008 to house pupils from St John Ogilvie & the former OLP Schools. It also houses the local family centre and has a grass football pitch which is used by various clubs throughout the week.
- 


Barlanark Community Centre – Facility is operated by Glasgow Life and houses the local Health Shop. It is situated directly next to Barlanark Park which has a MUGGA, Outdoor Gym and Adventure Play Park. Built in THE 1980s, it operates a Youth club 1 night per week.
- 


Greyfriars Church - Provides a youth activity programme and various other community projects, i.e. pipe band.
- 

Stepford Football Complex - This is a Glasgow Life Facility with 2 full size grass 11-a-side football pitches and a full size 3G astro turf pitch. Astro Pitch can only be hired for 4 7-a-side football on week nights.
- 

The Gladiator Programme – Community based facility in Provanhall, concentrating mainly on weightlifting development.. Built in the late 1970s and upgraded in 1992.the facility has also has a seven aside football pitch
- 

Easterhouse Sports Centre – Glasgow Life sports facility built in 1992.Offers indoor facilities for Basketball, 5 a side football, and general aerobic activity.
- 

Phoenix Project – A youth facility which has recently acquired the former Easterhouse Library attached to The Shandwick Shopping Centre. This organisation has been in operation since 2011.Operates Youth activities only.
- 

The Bridge – A Glasgow Life facility built in 2007, incorporating Easterhouse Swimming Pool, Greater Easterhouse Arts Company, Platform, Visual Statement and John Wheatley College.
- 

The Pavillion Youth Club – This facility has a MUGGA court and is directly next to the disused red blaze Westwood Pitches built in the late 70`s it sits directly across from Blairtummock Housing Association, and offers a Youth activities programme.

- **St Benedicts Primary School** – Built in 2007, it lies directly across from Lochend High School. This school houses the Easterhouse Project Youth Group and a 7 a side football pitch.
- **Lochend Community High School & Playing Pitches** – 6 grass parks and 1 astro park operated at weekends by Glasgow Life via Easterhouse Sports Centre. No evening activities.
- **Oakwood Primary School** – Built in 2008, to house pupils from Rogerfield, Commonhead, Bishoploch Primaries. This school also has a 7 a side football pitch. No evening activities.
- **Family Action Rogerfield Easterhouse (FARE)** – Youth group founded in 1992 to help alleviate poverty in Rogerfield. Has grown in size over the years and now delivers a variety of outreach programmes across Easterhouse. Rehoused into a new facility in 2010 named Bannantyne House after its sponser Duncan Bannantyne. Offers Youth activities & outreach programmes.
- **St Clares Primary School** – Built in 2008 to accommodate pupils from the RC schools in Easterhouse. No evening activities.
- **Greater Easterhouse Alcohol Awareness Project (GEAAP)** – Alcohol awareness group with outreach programmes to tackle alcohol addiction.
- **Easterhouse Baptist Church** - Youth activity Programme.

The local facilities outlined above indicate, that although the local area is reasonably well served with sporting and community facilities, the proposal in Easthall is unique in both its variety and availability .It also will serve a specific local community which is at present lacking in provision of this nature.

4.3 Assessment of Potential Demand and Community Consultation

The layouts, specification and proposed uses of the 2 sites which are the subject of the proposals in this report have been informed by a series of consultations which Community Workforce Partnership have had with local residents and organisations. The aim of this research was to:-

- shape the final physical proposals for the developments;
- develop the activities which will be undertaken by within the facilities
- develop community participation in the development of the initiative
- ensure local training, employment and other regeneration spin-offs from this investment are maximised;
- inform the development of the this project proposal and the submission of associated funding applications

In determining the views of residents the following work was undertaken:

Easthall Park Housing Co-operative resident satisfaction survey of 300 local residents identified additional play and recreational facilities as a key priority for improvement.

An open meeting was held in July 2013 to collect feedback as to what facilities local residents would like to feature on the land sites.

Easthall Residents Association and Easthall Park Housing Co-operative Annual General Meetings in September 2013 included a presentation on the proposal and provided a further opportunity to consider comments. The Annual General meetings are open to all residents in the community and these were well attended with 38 local residents.

In the November 2012 survey, 86% of tenants stated that newsletters were the most popular source of communication to determine what was happening in the area. Accordingly, the proposal for renewing derelict land has featured in the Winter 2012 newsletter, as well as the Spring, Summer and Autumn 2013 newsletters. Including articles within the newsletters has generated helpful feedback and support for the project.

Easthall Residents Association hold two separate youth clubs each week, one for primary children and another for children of secondary age. In addition, we hold summer clubs each school holiday. These activities are always very well attended. For instance, our youth clubs average an attendance of over 60 children per week. Therefore meetings were held with the youth groups and the staff who manage the clubs have discussed the project extensively with local children and collected valuable feedback.

Views were also sought from participants in the other groups that utilise the Glenburn Centre, e.g. Key Housing, Riddrie Special Needs Group, Easthall Football Club along with the views of staff, sessional workers and volunteers.

SECTION 5

PROJECT DELIVERY

5.1 Vision

In bringing this proposal forward, Easthall Park Housing Co-operative's vision for the development is as follows:

The Co-operative in partnership plans to deliver much needed community facilities whilst ensuring that the model of delivery focuses on a training and employment initiative that goes right to the heart of the problems affecting our community namely poverty and a lack of employment opportunities.

This project will deal with derelict land, create facilities whilst providing training and employment for our community whilst at the same time leaving a legacy for future generations to benefit from the facilities created.

5.2 Maximising Community Benefit from Construction

As indicated previously given the importance of maximising community benefit from capital investment in the redevelopment of the sites, the Community Workforce Partnership have identified the potential to carry out the works described in the Hardies Cost Plan (described in more detail in Section 5.3 to follow) as an integrated construction and employability scheme.

The external works package, which contains items such as Site Preparation, Roads Paths and Surfacing, Soft Landscaping and Planting, Fencing and Railings and External Drainage are all elements of work which can be carried out within this model of delivery – with all work able to be carried out on time, to industry standards, and to budget whilst also integrating fully into the main construction programme. Other elements of work within the construction programme may also be delivered as part of the scheme.

This type of delivery model although innovative in its approach, has been successfully used by housing associations and main line contractors, on a number of new build and refurbishment programmes over the past few years. This has allowed not only a physical product to be produced on its conclusion, but good employment and training opportunities and outcomes throughout its duration.

We intend to further develop this model however, by both increasing the responsibility of the “employability and training element” role within the programme, and using only local contractors to deliver all works within the refurbishment package. In previous schemes the employability element was delivered by way of a sub-contractor, who not only delivered the physical outcomes in the selected works package, but also the employability/community benefits required by the main contractor. By reversing these roles – the “employability and community benefits element” acting as the main contractor as oppose to being a subcontractor - it would allow greater scope to implement work experience, training and job opportunity at every stage of the refurbishment. Allied to the intention to develop a supply chain of local contractors, it would create a delivery model which was both unique and inclusive in its format.

Examples are shown below of employability delivery.

Cunninghame Housing Association –Vineburgh New Housing Development: 2010 -2012.

Manufacture and installation of metal and timber fencing as part of the Vineburgh new build development .The employability scheme was delivered as a subcontract element within the main contract programme with a contract value of approx £180,000 in Phase1 and approx £160,000 in Phase 2. Site duration 45weeks on each phase.

Cadder Housing Association 2010-2012

This project involved carrying out the supply and installation of 600 metres of metal fencing and general backcourt improvement works in the Cadder area of Glasgow. The backcourt improvement works include hard and soft landscaping, pathway improvements and some general planting. The project had a 25-week duration and overall cost of £268,954.

Clyde Valley Housing Association Fencing Project 2010-2011

The Wise Group was again engaged as a sub-contractor, and supplied, installed and maintained metal and timber fencing around a development of new build domestic properties in Cambuslang. The project, had a 35-week duration and overall cost of £203,000.The scope of the works included:

- Supply and installation of galvanized mild steel vertical bar fencing, gates and gate posts (1189m)
- Installation and preservative treated timber trip posts and rail (115m)
- Repair and maintenance of all fencing

Contract Management

Although the delivery mechanism for the refurbishment programme will be driven by an “employability theme, the overall management of the works, will be carried out under normal contract conditions. The appointment of the main contractor being the crucial role, as experience of integrating both employability and training into to a major programme is critical to the success of the project.

5.3 Employability Programme – Proposed Delivery Arrangements

On Site Work Experience

The `on - site ` work experience and training element of the scheme will be delivered as an integrated part of the redevelopment programme, focussing on the delivery of selected works tasks in the Hardies cost plan. Work would be carried out over a 26 -52 week training period, (this will depend on the contract duration on site) split into two/four 13 week intakes. Each intake will comprise, 3 squads, of 5 young people, each of whom will complete, 18 hours per week of `on- site` work experience and 4 hours per week of employability support.

Site Management

The operational site management and day to day organisation of the employability elements of the programme would be undertaken by 2 On-Site Supervisors. These supervisors will both be skilled tradesmen, who will each be employed on a 35hr per week contract for the period of contract. They will operate on a seven day rotational basis, allowing 2 Supervisors to manage three squads.

These supervisors will be the front line contact on site and will carry out all prescribed work in a manner that mirrors the on- site delivery of all other sub-contractors. This role will be integral to the success of the project.

Employability Support

The `employability` or wraparound support would be delivered by an organisation such as Action for Children. This service will not only deliver functional and necessary employability skills, but will also act as a support mechanism for the young people in relation to personal, benefit, housing problems etc. It will support the site staff on a day to day basis by monitoring the young people in relation to timekeeping, attendance, attitude etc. It will also control the timesheet function for payment.

The young people on the programme will work 3 days per week, 7 hrs. per day= 21 hours per week on the direct works programme and receive additional soft skills – wider support on the remaining 2 days of their working week.

Payroll Function

The payroll function for the programme will be undertaken by an external recruitment agency. All young people on the programme will be registered by them and paid directly by them with the agency taking a management fee to cover their costs. Rates of pay could be as high as £150 per week but are dependent upon the exact nature of the funding package which is assembled to support the employability elements of the works.

Induction and Training

After selection and prior to the site start date, participants would undertake a comprehensive and robust, induction and training programme. This would consist of a 21 hour programme over 4 days and include:

Project Induction	P.A.S.M.A
Training Induction	CSCS Card training
Mobile Access Towers	Manual Handling
Safety Awareness	Small Tools
Electrical Hand Tools/ Equipment	Hand Tools and equipment
Ladders	Mobile Tower Scaffolding
Operatives working at heights	Using Stepladders
Working clearing attic spaces	Removal of hypodermic needles

On this basis Community Workforce Partnership estimate that the external works programme associated with the redevelopment of these sites would generate 56 weeks of paid training and employment for up to 48 unemployed local residents.

Environmental Benefits

In redeveloping these sites from their current state into modern and sustainable facilities fit for purpose in the 21st Century Hardies Property Consultants have indicated that the following measures will be able to be incorporated which will promote a range of environmental benefits. These measures are likely to be of importance in demonstrating the environmental attributes of the project proposals to potential funders;

- Use of recycled materials for all up-fill and sub- base elements
- Use of recycled sub-soil and topsoil
- Use of sustainable drainage systems (S.U.D.S.)

The above are brief examples of the 'Eco-Friendly' approach that will be taken during the construction phase of the project. A more in depth specialist study will be undertaken prior to commencement of site works to fully determine the extent of the environmental will be achieved.

5.4 Project Management

During the preparation of these project proposals, the need for a resourceful and stable community anchor organisation to develop, manage and promote the use of the new facilities emerged as a key theme.

Easthall Park Housing Co-operative have expressed their desire to assume this role and would be willing to commit to the following key activities;

- Acquiring both areas of ground on a long lease from Glasgow City Council and assuming responsibility for compliance with the associated terms
- Acting as lead partner for the submission of appropriate funding submissions in order to assemble the monies required to redevelop the sites and create the associated facilities
- Acting as client for the redevelopment of each open space area, procuring the necessary works contracts with appropriate contractors
- Acting as Facility Manager, responsible for ongoing maintenance, repair and upkeep of the facilities and efficient running of the facilities including the management of the areas.
- Promotion and marketing of the facilities to the local community

5.5 Targets and Outcomes

The redevelopment of these sites into a valuable community asset is an aspiration of a number of significant local stakeholders including Easthall Residents Association and other community based organisations and local residents who have expressed their desire for a new facility to be created.

If successful the project will have an important impact on the local community generating a range of social, economic and environmental outcomes.

An indicative set of outcomes which could be achieved by the proposed redevelopments are set out for consideration in the Table below.

Target Range	Indicator
15 to 20	No of local residents active in decision making concerned with the development, management and operation of the new facilities
2.7	No of hectares of brownfield land brought back into use in an area of multiple deprivation
5-10%	Increased resident satisfaction with their neighbourhood as a place to live due to the redevelopment of the sites
10-15%	Increased resident pride in their local community as a result of the redevelopment of the sites
80 - 120	No of residents using new sporting and leisure facilities on a regular basis
80 - 120	No of residents reporting increased physical activity as a result of the new facilities
80 - 120	No of residents reporting improved health as a result of the new facilities
5 - 10	No of Full Time Equivalent Jobs created during the construction works period
45 - 50	No of paid training and employment opportunities created for unemployed local residents during the redevelopment of the sites
45-50	No of paid training and employment opportunities created for young people aged 16 to 24 during the construction works programme.
40-45	No of beneficiaries obtaining accredited qualifications via the construction/ redevelopment employability programme
20-40	No of local residents engaged in volunteering through delivering services from the new community facilities
40-60%	% of employability programme beneficiaries achieving positive destinations upon completion of the programme
70-80%	% of young people with improved confidence and skills as a result of participating in the programme

5.6 Monitoring and Evaluation

Given the range of potential outcome indicators detailed above, Easthall Park Housing Co-operative, as lead partner and the body accountable for reporting to funders and stakeholders, will require to put in place management information systems to gather the information required to measure these outcomes.

This is likely to involve a combination of;

- Survey work to gather qualitative information and the views of local residents on the impact which the development and management of the facilities has on them as individuals, as volunteers and their perception of its impact on the wider community
- Questionnaires and other statistical returns to record usage information and activity levels within various parts of the facilities; the recruitment of unemployed residents, their training and qualification achievements and their destinations beyond the programme; and information from the construction contractors on job creation from the construction phase
- Drawings and other information from the Design Team to evidence the physical outcomes achieved by the development

Given the frequency of reporting likely to be required by funders to support funding claims, it is suggested that an appropriate schedule is in place to gather information at appropriate intervals – monthly, quarterly and annually.

It is proposed that Easthall Park provide monitoring reports on progress with the development to funders, wider stakeholders and internally to their Management Committee on a quarterly basis.

5.7 Partnership and Joint Working Opportunities

The Residents Association and Easthall Park Housing Co-operative currently deliver a wide variety of partnerships in the Glenburn Centre and these along with additional opportunities are outlined below.

Agency / Partner	Opportunities for Joint Working
Action for Children	Training programme for young people delivering community benefits whilst developing skills of the young people. Forestry project providing training and employment initiatives for young people on environmental issues.
Community Bank (GCVS)	Welfare Rights Project supporting members of the community maximise their income whilst providing community banking facilities (first of its kind) to combat the effect of Welfare Reform, support residents who are unbanked and provide advice and assistance for those taking up employment or training.
Connect Community Trust	Partner in delivering connections between various community facilities, enhancing usage and maximising opportunities for each facility in collaboration.
Easthall Football Club	Facility for training and developing skills within the community, identifying new players.
ERA Clubs & Projects	Youth Clubs – Over 50 young people per week supported via the various youth clubs carrying out a wide variety of activities. Commonwealth Awareness Project – Project to support young people understand the importance of the Commonwealth Games with taster on each sport activity and mini games to be held the weekend before the actual commonwealth games. Play not Pay (VAF) Project – Project aimed at supporting young people affected by alcohol and drugs misuse with peer mentoring to steer young people away from the adverse effects of such. Community café -
Glasgow City Council/GWSF	New group to be set up with the City Council looking at how Housing Organisations can deliver greater employability opportunities within the City. (Note this group is still to have its inaugural meeting and the Co-operative has been requested to help facilitate the setting up of this structure)
Glasgow Kelvin College	Support by the college to develop national qualifications for residents in particular a community development sports related course is being considered for 2014/15 if the facility can be delivered.
Greater Easterhouse Arts project	Arts projects delivered in the community utilising the community space created.
Key Housing Association	Special needs groups having access to excellent community facilities internal and external.
Mitie Contractors	Development of support from principle maintenance contractor which could include materials, plant and apprenticeship opportunities for participants.
Riddrie Special Needs Group	Special needs groups having access to excellent community facilities internal and external.
Tomorrow's People	Training programme for young people delivering community benefits whilst developing skills for the young people of tomorrow.

5.8 Risk Assessment

The key risks identified in the development and delivery of this project together with the actions proposed to minimise and manage these are summarised in the Table below. These relate principally to the assembly of the funding package and the delivery of a construction contract which incorporates trainee labour.

Potential Risk	Likelihood/ Potential Impact	Actions
Financial		
Adverse impact of project on Easthall cash flow	High / Medium	<ul style="list-style-type: none"> ▪ Funding claims made timeously to project funders ▪ Development cashflow implications built into Easthall's annual budget
Funding		
Project does not fit with funder priorities	Low / High	<ul style="list-style-type: none"> ▪ Project designed and developed in close alignment with strategies of key local agencies – project proposal produced evidencing fit ▪ Ensure project outcomes will make direct contribution to funder targets
Increasingly competitive funding environment	Medium / Medium	<ul style="list-style-type: none"> ▪ Diversified funding package being pursued.
Contract Delivery issues		
Cost Overruns	Medium / Medium	<ul style="list-style-type: none"> ▪ Monthly valuations/cost reporting and variations checking – all linked to Technical, Progress and Design Team meetings
Quality failures associated with trainee labour	Low /Medium	<ul style="list-style-type: none"> ▪ High level of monitoring of work. ▪ High level of supervision on site ▪ Close liaison with Design Team
Health and safety risks associated with trainee labour	Medium / Medium	<ul style="list-style-type: none"> ▪ CDM Compliant Project ▪ Implementation of Induction Strategy and Toolbox Talks ▪ All work planned and programmed

SECTION 6 FINANCIAL PROJECTIONS

6.1 Development Costs

As part of this feasibility exercise Hardies Property Consultants were commissioned to undertake feasibility works and produce an indicative cost plan for the proposed site redevelopment. This cost plan is set out in Appendix B together with the associated development cash flow for the project.

In summary the total works cost is estimated to be £577,500 and this is made up of the following key elements:

Kildermorie

Site Preparation
Land- drainage and soakaways.
Footpaths
Planting and Trees
Football Pitch

Glenburn Park

Site Preparation
Drainage and soakaways
Athletics track
Bmx track
Tennis Court
Outdoor Gym
Adventure Play equipment
Grass seed and landscaping

The works have been cost estimated to reflect the extent of works required and subsequent site inspections carried out. Upon reviewing the sites and a specification of the proposed facilities Hardies Property Consultants have highlighted the following :

Kildermorie Site	£
<i>Drainage</i>	<i>34,000.00</i>
<i>Footpaths £ 3,000.00</i>	
<i>Site prep</i>	<i>30,000.00</i>
<i>Planting and Trees</i>	<i>5,000.00</i>
<i>Football pitch/ tennis courts</i>	<i>100,000.00</i>
Proposal Total £172,000.00	

Glenburn Site

£

• Drainage	36,000.00
• New seeded areas	8,000.00
• Planting	5,000.00
• Tarmac area resurfaced with whin dust	51,000.00
• Footpaths	17,500.00
• Adventure play equipment	60,000.00
• Outdoor Gym	12,000.00
• Play-top wet-pour	17,000.00
• Patio paving	1,000.00
• Athletics area surfacing	55,000.00
• Tennis courts	75,000.00
• Fencing	25,000.00
• BMX track	40,000.00
• Chess	1,000.00
• Ramp	1,000.00
• Stairs	1,000.00

Proposal Total £405,500.00**COMBINED TOTAL £577,500.00****All figures are exclusive of VAT and Professional Fees.****Note : It is important to record that these costs do not include VAT.**

The works as proposed will enable previously derelict land to be redeveloped into a community facility that will enhance the lives of local people. In terms of timing the 2014 Commonwealth Games and the need for legacy programmes to help fulfil its long term strategy fits perfectly with the development of the sites and the facilities that they will bring

As indicated previously it is proposed that the site works as described in Hardies cost plan will be delivered as an integrated construction and employability scheme. The external works package, which contains items such as Site Preparation, Roads Paths and Surfacing, Soft Landscaping and Planting, Fencing and Railings and External Drainage are all elements of work which can be carried out by unskilled, formerly unemployed labour within this model of delivery.

It should be noted that due to the lower productivity of unskilled 'trainees' and the higher supervision costs associated with this model of delivery it is worth noting that it would be expected that, as per the experience of similar successful programmes which Community Workforce Partnership set out in Section 5.2 above, additional employability monies would be able to be sourced to support the wage, training, recruitment and supervision costs associated with the management and delivery of this element of the works programme.

The total level of funding required is within the scope of that which can be considered by the key funding sources for the facilities outlined in Section 7.

6.2 Ongoing Revenue Cost Projections

As part of their feasibility exercise and cost plan production, Hardies Property Consultants were asked to produce a 10 year life cycle cost exercise for the facility. On this basis the annual provision which requires to be made to enable major components to be replaced and serviced is **£6,000 per annum**.

Given their lead project development and management role Easthall Park have confirmed that they will be able to absorb these annual costs - demonstrating their commitment to providing a stable platform from which ongoing sustainability of the facilities within the local community can be secured.

SECTION 7

FUNDING

7.1 Funding Strategy

The potential to source funding for the proposals to redevelop the sites is dependent on the ability to demonstrate fit with a number of important local and national policy and funding priorities

Glasgow City Council Economic Development Strategy

Glasgow Economic Forum's Economic Development strategy – "A Step Change for Glasgow" – published back in 2006, provides the framework for actions in pursuit of a ten-year vision of the city's economy. This is a wide ranging document which identified a range of actions which Glasgow needs to take to engineer a step change in the regeneration of its economic, social and physical fabric.

Within the strategy recognition is given that significant progress has been made in tackling unemployment and economic inactivity, and that demographic and deprivation indicators are moving in the right direction, but much more remains to be achieved. The document identified a number of aspirations which set the tone for the sort of regeneration impacts which the Glasgow Economic Forum would like to see being implemented in the 10 years to 2016.

These include the following objectives which the Easthall Park Open Space development would contribute to if it can be progressed in the manner envisaged:-

- *A Glasgow transformed physically and economically, with regenerated areas that play a critical role in the Glasgow economy* – the Easthall project will physically regenerate a currently vacant and derelict land site
- *More people contributing to the Glasgow economy with average UK levels of unemployment and welfare dependency* – the Easthall development would create employment opportunities during the construction phase
- *A city that employs more of its people and has fewer young people in the NEET group* – the projects community benefits model would ensure appropriate training and employment opportunities were create and targeted on local unemployed young people
- *A city of attractive and thriving neighbourhoods, with far fewer concentrations of deprivation, vibrant local economies with high 'place quality' and greater environmental sustainability* – the refurbishment project will improve pride in the local area and local facilities and incorporate environmentally efficient materials into the construction programme

Glasgow Community Planning Partnership – Single Outcome Agreement

Community Planning Partnerships are a central feature of a programme of local government modernisation and public service reform in Scotland. They are intended to ensure that local authorities, other local public agencies and the voluntary, community and private sectors develop a shared vision for their area and work in partnership to implement this vision.

Glasgow Community Planning Partnership produced a draft Single Outcome Agreement, which was submitted to the Strategic Board on 9th April 2013. The three priorities outlined in the Agreement are:

- Alcohol
- Youth Employability
- Vulnerable people

The Agreement pledges that the Partnership will work to tackle inequality and to tackle issues facing the city with an early interventionist and preventative approach.

The key outcome which fits with the proposed Easthall development is that of youth employability. A stagnant economy over recent years has resulted in exceptionally high level of youth unemployment across the UK. Consequently the Glasgow Single Outcome Agreement includes the objective that “all young people (aged 16-24) are supported to progress into and sustain employment”.

Consequently, given that an integral part of the Easthall proposal is for the redevelopment to be carried out in a manner which maximises the potential for training and employment opportunities for local unemployed residents, then it is clear that the project will help address the youth employability priority identified by Glasgow Community Planning Partnership.

Scottish Government Regeneration Strategy

The Scottish Government published its Regeneration Strategy “Achieving a Sustainable Future” in December 2011. The Regeneration Strategy outlines the Scottish Government’s vision for regeneration as “*a Scotland where our most disadvantaged communities are supported and where all places are sustainable and promote well-being*”.

The document aspires to create sustainable communities and indicates that in future there will be an increased focus on opportunity. The strategy sets out a number of key features which the Scottish Government would wish to see reflected in the development and delivery of regeneration projects, including increased emphasis on an asset based approach – focusing less on the deficits of an area and more on its economic, physical and social assets, with local partners and communities identified as being best placed to identify local assets and needs..

The Strategy indicates continuing support for the Third Sector and seeks to promote an increased role for the third sector in transforming public sector service delivery. The Strategy also states an intention to introduce a Community Empowerment and Renewal Bill by 2013/14 with the aim of making it easier for Communities to take on ownership of underused publicly owned assets and take account of the Christie Commission recommendation that the participation of local people in the planning and delivery of services should be strengthened.

The Strategy document also sets out a list of 28 outcomes which the Government wishes to guide regeneration activity over the period to 2015. There is a significant correlation between these and the proposed approach which will underpin the Easthall development. The outcomes which the Easthall Park Open Space project will contribute to directly, are set out below under the key themes of Economically, Physically and Socially Sustainable Communities, with details of how the project will meet these:

Economically Sustainable Communities

- *Strong local economies, providing access to jobs and support for business* – the Easthall development will create jobs in the construction sector and would involve mechanisms to target local unemployed labour
- *People have access to the learning and development opportunities that they need and the right support is in place to help people to work* – the community benefit proposals within the development would provide accredited training opportunities for unemployed people and provide jobs access support for them to secure work in the wider labour market beyond the programme
- *Places encourage positive and appropriate private sector investment and social enterprise which provides opportunities for business and jobs* – the development would be championed by Easthall HA, a key local social enterprise

Physically Sustainable Communities

- *Well planned neighbourhoods and local areas, with accessible facilities and amenities* – bringing these vacant and derelict land sites back into use would make a range of sporting and leisure facilities more accessible to local people
- *Address vacant and derelict land and property and preserve heritage/built environment for productive use* – the proposed redevelopment would transform currently vacant sites and bring them back into productive community use.

Socially Sustainable Communities

- *Communities are involved in designing and delivering the services that affect them* – local resident members of Easthall Housing Association, Easthall Residents Association and other local residents and stakeholders have combined to lead the development and direct the future operation of the facilities
- *People have access to appropriate community facilities and places to meet* – the new facility will provide new community spaces, fit for the 21st Century, for local people to come together in social settings
- *Communities have a positive identity and future aspirations* – the redevelopment of these open spaces will reflect positively on the local community's aspirations to be directly involved in the regeneration of this neighbourhood
- *People are empowered to improve their area and maximise local assets* – the lease of the land to a community based and managed landlord (Easthall) would give the local community greater influence and control over the use of currently redundant local assets

Scottish Government – Promotion of Asset Transfer

The Promoting Asset Transfer programme was funded by the Scottish Government to examine how to increase the flow of assets (eg land or buildings) into community ownership by encouraging and supporting local authorities and community groups both to gain a wider appreciation of the benefits and risks associated with asset transfer and by developing an understanding of the processes involved.

The programme ran over two years 2009-2011 and had three main components:

- a review of current local authority policy and practice in relation to asset transfer across Scotland
- a series of seminars running through 2010-2011
- a series of demonstration projects focusing on different parts of the country and different aspects of asset transfer.

The report contained key findings from the review of local authority policy and practice in relation to asset transfer across Scotland and will inform future development in the proposed Community Empowerment and Renewal Bill which, it is anticipated, “will support communities to achieve their own goals and aspirations through taking independent action and by having their voices heard in the decisions that affect their area”.

The vacant sites are currently under the ownership of Glasgow City Council. *The proposals within this business plan, for the building to be brought back into productive community use under the management of Easthall Housing Association, would represent a significant step towards the asset transfer aspirations set out by the Scottish Government.*

7.2 Funding Sources

Given the strategic fits identified above, the need for significant capital monies and the desire to incorporate employability as a key feature of the approach to the refurbishment works, a number of key funding sources for the proposal can be identified.

Sportscotland – Active Places / Sports Facilities Funds

Sportscotland have 2 particular strands of funding which offer the potential to support the proposals outlined in this report.

- The Legacy 2014 Active Places Fund supports the Scottish Government’s legacy ambitions to encourage more people to be active and take part in sport and can provide up to £100,000 towards the cost of projects (to a maximum of 50% of project cost)
- The Sports Facilities Fund prioritises applications from projects where the need and impact are greatest and the outcomes are clear. It can be suitable for community recreation, club sport or high performance training or competition and can provide up to £500,000 (to a maximum of 50% of project cost)

The Legacy 2014 Active Places Fund provides funding for capital projects which create or improve places in local communities where people can go to get active and includes a wide range of community led projects such as new bike or skate parks, outdoor adventure facilities, walking routes, or new projects within school estates.

Applicants need to demonstrate that their project will make a difference in terms of impact on physical activity or sports participation. This might be through creating new facilities, upgrading or improving the accessibility of existing ones, or reducing barriers to activity.

Priority projects include:-

- Local community initiatives which create or improve informal activity space or develop facilities which support people to be physically active
- Adventure, skate and bike / BMX parks, Park tour courses

- Multi - Use Games Areas (MUGAs)
- Pitch & putt courses
- Play park bouldering / climbing walls
- Floodlighting and lighting for areas noted above

The facility must be fit for purpose in terms of location; scale and content; design accessibility; management and environmental impact.

Applicants must demonstrate security of tenure for at least ten years (from date of completion) for projects which received an award of up to £100,000 including VAT. Where the award level exceeds £100,000 including VAT, security of tenure for at least 25 years is required

Where possible links should be established with the sports programmes and initiatives operated by the local authority or the Active Schools network.

The next submission date is 1 February 2014 with decisions expected within 3 months.

An applicant contribution of 25% of total project cost is expected unless the applicant is from a SIMD area (Easthall for example) where it can be reduced to 10% of the eligible project cost and SIMD applicants can also request the intervention rate to be increased from 50% to 70%.

The other fund - the Sports Facilities Fund - is the main strand within Sportscotland to support:-

- The provision of new playing or training facilities
- The provision of new changing accommodation
- Extension or upgrading of existing playing or training facilities
- Extension or upgrading of existing changing accommodation
- Meeting rooms with a sport related use
- Floodlighting to training facilities (including natural grass training areas)
- Storage facilities for playing equipment
- The purchase of major items of non personal equipment with an effective working life of not less than 7 year

All of the design considerations, applicant contribution arrangements and security of tenure requirements detailed in the Active Places Fund also apply here.

For this Fund rolling applications can be made and should be submitted for the 1st of each month – with a 2 stage application process and decisions expected to take 2 months

Initial consultations with Sportscotland suggest that they would steer Easthall towards the 2014 Active Places Fund because of both the community nature of the facilities, and also the elements of activity being offered. They have also suggested however that they may consider an application to the Sports Facilities Fund for the 7 aside pitch at Kildermorie if this was made on an individual project basis.

Big Lottery Fund - Investing in Communities

The Big Lottery is currently operating a funding stream in Scotland called Investing in Communities. This has 3 key themes / investment areas:

- Supporting 21st Century Life.
- Life Transitions.
- Growing Community Assets

Growing Community Assets aims to give communities more control and influence over their own future by helping them to acquire, manage and develop assets, providing quality services and amenities that generate income stream. These are usually physical assets, such as land, buildings or equipment,

As well as emphasising financial viability, Growing Community Assets will focus strongly on tackling need and will prioritise projects which have identified those needs through consultation with people in the community and developed the project as the best approach for the community to address these needs

Projects must aim to achieve four outcomes:

- Communities work together to own and develop local assets – with local control, consultation and direction able to be evidenced.
- Communities are sustainable and improve their economic, environmental and social future through the ownership and development of local assets – with applicants demonstrating the asset will be financially self-sustaining, meets a demand in the local community and will minimise the impact on the environment.
- Communities develop skills and knowledge through the ownership and development of local assets – with the project creating opportunities for the community to gain new skills through training, volunteering or employment.
- Communities overcome disadvantage and inequality through the ownership and development of local assets – with the project meeting a clearly identified need and making a difference

The fit between the Easthall project proposal and this Fund is clear and direct – with the project being consistent with all 4 of the key themes which applicants require to meet.

The Easthall development would see transfer of management and operational responsibility for a local asset to a community based and managed organisation (Easthall). Job opportunities will be created for local people during the development by ensuring that key elements of the building works are carried out by an innovative training programme. Easthall Housing Cooperative will take the lead role in assembling the funding package, employing staff, marketing the facility and ensuring its effective use whilst their property management skillset will be valuable in ensure the facilities are managed and maintained in a sustainable manner.

Life Transitions is another strand of Big Lottery Funding under their Investing in Communities Theme which supports people at key times of change, helping them make their lives better for the future.

Under this strand, the Big Lottery want to fund projects that help people achieve obvious, concrete changes in their lives such as securing a job or a home. Within the range of example projects they expect to Fund are those which ‘may focus on offering supported employment and creating new jobs’. In fact engaging people who are disengaged from the world of work and are economically inactive and

getting them into employment is one of 4 key transitions that this particular programme wishes to focus upon.

To meet this particular outcome the Easthall proposals would require to demonstrate that they are delivering the following priorities:

- More people previously outside the labour market access sustainable jobs created in enterprises and organisations working towards social aims.
- More economically inactive people are in touch with job-seeking services

Given that both these Big Lottery Funds can offer funding support of between £10,000 and £1 million, and up to 100% of project cost, Growing Community Assets or Life Transitions could be considered viable potential funding strands for the project.

Initial consultations discussions with the Big Lottery officials on the nature of the project indicate that they believed the most viable funding strand to be the Life Transitions programme because of the employability nature of the delivery model.

Similar outline discussions with Sportscotland indicate that they would be willing to be part of a funding package which saw Sportscotland monies matched with those from either of these potential Lottery strands.

People and Communities Fund

The Scottish Government's People and Communities Fund (PCF) is the successor to the previous Wider Role Fund and its purpose is to support community organisations to grow and strengthen by delivering outcomes to meet and respond to the aspirations of their communities. There are two main priorities:

- *Employability* - activities or support focussed on increasing an individual's chances of entering employment, remaining in employment and/or progressing further in work. This could include support for training and development activities, or activities focussed on breaking down barriers that people face when considering employment.
- *Preventative Action* – acting now to provide better solutions and outcomes for individuals and communities and averting future costs or negative consequences.

The PCF is aimed at registered social landlords and other community anchor organisations such as community development trusts. To be eligible to apply for the fund organisations have to demonstrate that they meet the following criteria:

- Controlled by local residents and/or by representatives of local groups
- Have a proven track record within the community
- Committed to involving all sections of its community
- Supports and encourages community development in its area
- Actively engages with local people
- Delivers services in an holistic way
- Works with public, private and third sector partners
- Attracts resources and opportunities into its community

Given the intention to create training and employment opportunities for unemployed local residents, the anchor role intended for Easthall Park and the community consultation and involvement which the development and implementation of the project will involve, the People and Communities Fund would have been a very obvious funding source for this proposal.

However during the course of the preparation of this report the Scottish Government announced that it had suspended any further applications to the Fund as it was already oversubscribed. Further announcements are awaited on whether further monies will be diverted into the Fund in the year ahead.

Consequently this increases the importance of sourcing employability funding for the project.

Employability Funding

Given ongoing issues of high unemployment and worklessness throughout Scotland, and specific issues in relation to youth unemployment, a range of local and national programmes are in operation which aim to address employment issues.

At a national level these include mechanisms such as the Community Jobs Scotland Fund (the Scottish Government's successor in to the previously UK wide Future Jobs Fund) which seeks to support young people into sustainable employment through providing meaningful paid work experience in the third sector. However, it also has the dual purpose of increasing the capacity of third sector organisations at a time of increasing demand for support services.

In 2013-14, Community Jobs Scotland aimed to create 1,000 jobs within a wide variety of third sector organizations. Opportunities must offer a minimum of 25 hours of paid work each week (16 hrs a week for the CJS Wage Incentive jobs), paid at a minimum of the National Minimum Wage and must last a minimum of 26 weeks. Each job created must be 'additional' and generate demonstrable community benefit.

CJS employers must commit to providing a high quality package of support to the individual. This includes provision of an induction, on-the job training, support and supervision, jobsearch support, and an ongoing focus on assisting the individual into lasting employment.

Whilst there is no commitment to Community Jobs Scotland beyond the current 13/14 financial year, the underlying high level of youth unemployment against the backdrop of a stagnant economic climate suggest that further opportunities in this vein will be replicated in the years ahead. *In this regard the fact that the Easthall project is being designed to create specific opportunities for young people within the third sector suggests that the project would be well placed to seek funding from sources such as this (or any successor programme) again in the future.*

As part of the preparation of this feasibility exercise The Community Workforce Partnership sought to examine the potential for an experienced employability agency to bring monies to funding package. In this regard fruitful discussions took place with Action for Children, who indicated that they believe they could source in excess of £120k towards the project from a range of employability, training and wage subsidy sources which they have access to.

7.3 Conclusions

A table outlining the most likely funding sources for the project (dependent on the timeline for future funding submissions), together with summary information on funding limits, timescales and decision making time frames is set out below.

Name of Funder	Priority / Strand	Limits	Submission Deadlines	Decision Timescale
The Big Lottery	Investing in Communities: Life Transitions- More people who were previously furthest from the labour market access sustainable jobs created in enterprises and organisations working towards social aims.	Bids up to £1m	Open process 2 stages	3- 6 months
People and Communities Fund	Employability and Preventative Action	Up to £250k	Open process although closed presently. £6m available for 2014-15 - unsure whether fund will re-open	10 weeks from receipt
Esmée Fairbairn Foundation	Environment	£25m Fund Bids up to £100k	Open process	None given
Postcode Lottery	Healthy – living - environment	£250k 3 stages	September 20th	Stage 2 Nov 13 Stage 3 Dec13

Name of Funder	Priority / Strand	Limits	Submission Deadlines	Decision Timescale
Cashback for Communities	Leisure and recreation - youth	£20m fund- No limits	Open process	None given Action for children have undertaken discussions with Scottish Government re: cash back
Wood Family Trust	Enabling Positive Destinations into Employment, Education and Training	£20m fund- No limits Grants between – 50k- £1m	Open process	6- 8 weeks-on-going feedback through process
Glasgow City Council - Commonwealth Jobs Fund	Young people need to be employed for more than 26 weeks	Contribution to young people's wages cost	On-going discussion- Action for Children have partnership agreement	N/A
Glasgow City Council - Employer Recruitment Incentive Fund via Scottish Government	£1500 towards wages cost of employed – care leaver – ex offender- young carer	Contribution to young people's wages cost	New fund from October 2013 - available via Local Authorities	N/A
Action for Children -SDS Employability Fund	£60 training allowance for young people in first 6 weeks	Related to number of young people and number of weeks	Action for Children have contract in place	N/A
Action for Children - SDS – ERI - fund	£1500 towards wages cost of employed – care leaver – ex offender- young carer	Related to number of young people and number of weeks	Action for Children have contract in place	N/A
ESF2014-2020 NEW FUNDING (name not yet approved) - awaiting announcement of the new funds 2014-2020	Youth employability	£1m— Dependent on programme requirements- opportunity to join voluntary sector bid or request places through community planning	Document out late calendar year- submission due early 2104- programme start date July 2014	3 months

In summary given the estimated cost of the proposals is in the region of **£577,500**, it is suggested that a viable funding package will require to contain contributions from a number of funders and that a combination like the example outlined below would represent an appropriate strategy:

- Capital funding towards the creation of the facilities and community assets (e.g. Sportscotland Legacy 2014 Active Places)
- Revenue funding towards project delivery costs (e.g. Big Lottery Life Transitions)
- A funding contribution from the lead applicant is sometimes a pre-requisite for some funders as a demonstration of commitment – in the case of Sportscotland for deprived areas such as Easthall it can be reduced to 10%.
- Employability / training monies towards the cost of recruiting, training and paying for trainee labour and maximising employment gains for unemployed and other disadvantaged residents (e.g. Skills Development Scotland contracts through Action for Children, Employer Recruitment Incentive, a future ESF programme)
- Application to charitable Trusts to secure funding towards any remaining gaps in funding (e.g. Esmee Fairbairn, Wood Family Trust)