

Possilpark Community Centre

Strategic Plan

2020



Possilpark
People's Trust

Project Outcomes/Outputs

People have better chances in life:

The Possilpark area of Glasgow has had a long standing history of disadvantage as a result of decades of decline of traditional industries causing generations of residents being affected by worklessness and poverty. Unemployment and low educational attainment are well above the national average and with over 1 in 3 local youngsters not in education, employment or training a more proactive approach to improving life chances is vital to prevent future generations being affected by the blight of poverty. This project will contribute towards this by creating a better hub for community, voluntary and public sector partners to operate under the one roof and to work collaboratively to offer better opportunities to improve the life chances of residents of the poorest neighbourhood in Scotland.

Communities are safer, stronger and more able to work together to tackle inequalities:

The community of Possilpark is changing with the influx of ethnic minority groups, asylum seekers and refugees. This project, both in terms of its project planning, and long term delivery will provide opportunities for people of all ages, ethnic origins and backgrounds to come together. This will be achievable through the collaboration of voluntary agencies and partners which will enable representation of a wide range of interests and views which is important as the new Community Centre has to fulfil a wide range of functions for specific groups and for the wider community. The new Centre when completed, will enable Possilpark People's Trust to offer more diversionary opportunities for young people, reducing incidences of anti-social behaviour to improve the quality of life for all.

People have better and more sustainable services and environments:

This project aims to build on, and extend, the scope of current services and programmes delivered by public and voluntary agencies in Possil. Enabling more agencies and services from the one campus will promote better cross referrals and joint initiatives to increase uptake of services and to link with support agencies to help those faced with additional barriers such as addictions or ill health. The new Community Centre, when completed, will introduce new services and programmes which will respond to local needs and the physical regeneration of the facility will replace the current eyesore to enhance the environment.

People and communities are healthier:

This project will introduce a wider range of positive and healthy opportunities to promote both physical and mental wellbeing and as part of project planning the participation of local volunteers in community planning workshops and the Steering Group will increase confidence and esteem of local people.

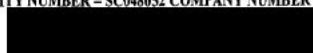
CONTENTS

Organisation Summary

- 1.0 Organisation Growth and Development**
- 2.0 Background and Description**
- 3.0 Centre Aspirations**
- 4.0 Financial Information**
- 5.0 Strategies and Policies**
- 6.0 Timeline**
- 7.0 Appendices**



CHARITY NUMBER – SC048052 COMPANY NUMBER 576904



ORGANISATION SUMMARY

Possilpark People's Trust (PPT)

The Trust was set up by people living and working in Possilpark to improve the services, facilities and opportunities for local people. We believe that following many years of decline, the community now has to take matters into our own hands and work together to make Possilpark a place where people can prosper.

Our top priority is to create a top-class Community Centre to replace the existing Possilpoint Community Centre. The Possilpoint is very popular with various fantastic services being provided for and by the community, but we believe we could do even more if it was brought under community control and replaced with a purpose-built state of the art Centre that is fit for this century.

Although the Centre is our top priority, we recognise that Possilpark has much broader needs, such as improving derelict land, buildings and improving employment opportunities. The Trust has been set up to provide a focus for the Community to deal with these issues.

Organisation Formed

Possilpark People's Trust was incorporated as a Private Limited Company by guarantee without share capital on 21 September 2017, Company No. SC576904. It has its registered office at Possilpoint Community Centre 130 Denmark Street, Possilpark, Glasgow, Lanarkshire, G22 5LQ.

It was registered as a charity with OSCR on 11th January 2018, Charity No. SC048052

Area of Operation

The company was formed to benefit the community of Possilpark which comprises the land within the following postcode boundaries: all of G22 5 postcode sector and part of G22 6 postcode sector.

Objects

- (1) The advancement of community development (including the advancement of urban regeneration) within the Community,
- (2) The prevention or relief of poverty,
- (3) The relief of unemployment,
- (4) The advancement of education,



Possilpark
People's Trust

The Board of Trustees invite you to attend its

ANNUAL GENERAL MEETING

Wednesday 19th February 2020 - 6.30PM

POSSILPOINT CEC "THE DEN"

ALL WELCOME

Refreshments will be available

(5) The provision of recreational activities, with the object of improving the conditions of life for the persons or for whom the facilities or activities are primarily intended. But only to the extent that the above purposes are consistent with furthering the achievement of sustainable development.

Purposes

Directors

PPT currently has five Directors, and meets monthly to organise events and progress plans for the new Community Centre. Names and dates of currently appointed Directors are highlighted below.

[REDACTED]	Appointed on 21 September 2017
[REDACTED]	Appointed on 21 September 2017
[REDACTED]	Appointed on 11 February 2019
[REDACTED]	Appointed on 21 September 2017
[REDACTED]	Appointed on 21 September 2017

Membership

Possilpark People's Trust has actively tried to encourage membership at a variety of community and public events and membership currently stands at .



The image shows a membership application form for Possilpark People's Trust. The form is set against a green background with a stylized tree logo at the top. The logo consists of a black silhouette of a person with arms raised, surrounded by colorful leaves. Below the logo, the text 'Possilpark People's Trust' is written. The form itself is a white rectangle with a black border. It contains the following text: 'I, [REDACTED], wish to apply for membership of the Possilpark People's Trust. I have enclosed £1 membership fee.' Below this, there are fields for 'Name:', 'Address:', 'Postcode:', 'Signed:', and 'Date:'. At the bottom of the form, there is a 'Contact:' field with a redacted name. At the very bottom of the page, the 'Company Number: 576906' and 'Charity Number: SC046052' are listed.

1.0 ORGANISATIONAL GROWTH AND DEVELOPMENT

1.1 Possilpark People's Trust Accessing new Skills

Possilpark People's Trust (PPT) are in a strong position to achieve their goal to create a new community Centre for Possilpark having a detailed Feasibility Study for the facility prepared by Collective Architecture. This has enabled Possilpark People's Trust to engage with the community and wider partners in progressing funding, with £1.5m Scottish Government Regeneration Capital Grant Fund funding already secured.

The brief for the scale, layout and design of the facility was based on robust evidence of need and demands analysis achieved through community and stakeholder engagement. This has ensured a building which meets the needs of Possilpark People's Trust and a wide range of community, voluntary and public partners to use the facility to deliver better services and opportunities to meet local needs. The Centre will also provide office and resource bases for anchor tenants, providing long term financial viability for the Centre ensuring it is not overly reliant on income from ad hoc lets. This also safeguards the affordability of the venue for smaller community and voluntary groups which will ensure the Centre is well used by people on limited incomes and to maximise use of facilities and services.

Collective Architecture have prepared a detailed development programme and timetable which will be used by the Trust to guide the delivery plan for the capital build phase. Ongoing professional input from the appointed design team (Architect, QS, Engineers plus Clerk of Works) will enable tender of works, appointment of contractors in line with brief, build in line with statutory consents, agreed specifications all within timescale & budget.

Possilpark People's Trust brings together the collective strengths of project partners in delivery of frontline services, and in the building and management of facilities, these systems will be adapted to ensure the successful delivery of this community project. Possilpark People's Trust will appoint a Clerk of Works to supervise the building phase and a Project Manager to support PPT deliver the programme covering the drawdown of appropriate funds and reporting project progress and to cover all other management duties for the building of the community centre.

1.2 PPT Capacity Building

During the construction phase, PPT will continue to engage the wider community and stakeholders by publicising the project, ongoing marketing of facilities, strengthening community based membership and neighbourhood based connections. This will ensure the Centre is a success from the start, to maximise occupancy of lets and uptake of services and opportunities. Capacity building will be crucial at these early stages to develop capability of Possilpark People's Trust in establishing policies and systems for managing facilities and joint services based from the new Centre. Building the capacity of the new Possilpark People's Trust will be achieved with the support of Barmulloch Community Development Company (BCDC). This will be to grow the number of community

members, volunteers and Board members and the delivery of training programmes will develop both individual skills and organisational capacity. Underpinning the success of the new Trust will be the input of partners to ensure continuity and to provide the skills, expertise and local knowledge which is crucial to the ongoing success of the Centre and services provided.

1.3 Knowledge Sharing

Possilpark has had a long standing history of disadvantage as a result of decades of decline of traditional industries causing generations of residents being affected by worklessness and poverty. Unemployment and low educational attainment are well above the national average and with over 1 in 3 local youngsters not in education, employment or training a more proactive approach to improving life chances is vital to prevent future generations being affected by the blight of poverty. The legacy of this project is to provide a better hub for community, voluntary and public sector partners to operate under the one roof and to work collaboratively to offer better services and opportunities to improve the life chances of residents of the poorest neighborhood in Scotland.

As part of the business planning for the new Centre, a robust Management Options Appraisal was carried out and Community Links Scotland facilitated workshop meetings with lead partners to consider various options for ownership and management of facilities.

The preferred option builds on the spirit of partnership developed by Positive Possilpark by setting up of a new Community Development Trust (Possilpark People's Trust) which represents partners and wider community membership. This will combine the expertise and abilities of partners to best effect and represents the next step in collaborative working by developing the new Centre. This will build on the complementary strengths of PPT partners which collectively have expertise and a track record in successful building led regeneration, in the management of community facilities and community development and in provision of activities and services which respond to wider needs.

Possilpark People's Trust which represents existing partners, wider stakeholders and community reps will take on the long term ownership and management of the Community Centre. The input of representative partners within the Trust will offer continuity and will enable ongoing support and communications across partners to provide capacity building for the project over the next two years, during the development phase and first year of operation.

The Trust will appoint a Centre Manager who will report to a Management Board of Trust Directors prior to the building opening. Their role will be to facilitate management of the Trust and provide all management, administrative duties to co-ordinate and maximise use of the Community Centre through marketing, promotion of community projects and joint initiatives.

1.4 Partnership Working

This project will build on the successful approach to collaborative working fostered by Positive Possilpark partners in the past, (Hawthorn Housing Co-op, Stepping Stones, and Young Peoples Futures). As well as providing economies for voluntary sector agencies by sharing resources offered in the new facility, this will enable greater levels of cross referrals and joint initiatives to offer better and more effective service provision locally. Possibilities, a community based charity offering opportunities for disabled people of all ages, is also based in a building adjacent to the new facility and there may be areas of partnership working with this group as well.

Consultation was carried out which confirmed the support of a range of groups and public and voluntary sector agencies that will access the new Community Centre as a base for service outreach and joint projects. This included the following:

Glasgow Life (learning outreach, sports, arts and cultural classes), various classes (recreational and vocational / certificated) and silver surfers IT club: (ESOL, literacy and numeracy and certificated and non certificated courses). **Inspiring Scotland Link Up programme** this is a local charity which will use the base for regular drop in resources covering, **Children's Clubs** (pre 5s / out of school clubs), **Men's Group** and **Training classes**.

NHS Community Health services (various clinics delivered on outreach basis) and **Cordia Carers** offering support groups, classes and clinics to promote community health.

Community Police is keen to access the new facility to offer advice surgeries and to enable police to develop stronger connections with the wider community and with local young people linked with YPF programmes to improve community safety of Possilpark.

Kinship Carers is a carer's support group for families where grandparents and extended family members (Kinship Carers) are the primary source of support. This is a peer led group which was set up in an attempt to offer mutual support for family carers and offer opportunities and programmes to improve the quality of life for carers, families and children and to overcome hardship and to assist people cope with stressful situations. This group is very keen to expand coverage in the Possilpark locality and will use the Centre as a base for peer group sessions, social events and to offer access to respite enabling carers to access other opportunities such as training.

Several community based groups will use the new facilities: **Phoenix Futures** (Badminton Club), **AA self Help Group** (counselling peer support), **St Teresa's Group** (sports & gym sessions), **DASH** (disability support) and **North West Recovery** (addictions);

1.5 Monitoring

In relation to the RCGF award, GCC will enter into a grant agreement with Possilpark People's Trust to:

- Allow disbursement of funds;
- Formalise the grant claim process between GCC and the Trust;
- Establish and formalise reporting and monitoring requirements between GCC and the Trust, which will reflect the above requirements (including Scottish Government's).

Possilpark People's Trust has management systems in place for monitoring the achievement of goals which will be adapted for the purposes of this project. Project partners and relevant stakeholders will set agreed targets and outcomes and put in place appropriate recording methods to gather information to ensure the project is on track and budget and achieves the aspirations of the client and community relevant for funders and stakeholders. The data recorded will review achievement of outcomes and outputs relevant for economic, physical and social sustainable communities and will cover both quantitative information such as numbers of new trainees and qualitative information such as satisfaction with the new facility or new services provided.

Through the current time frame of this project to April 2021, the focus will be the capital development phase. Possilpark People's Trust will ensure the appointed design team and contractors implement the build in line with specifications, costs and timescale prepared as part of the original tender documentation approved by funders and statutory authorities. Regular meetings with design team and the contractors will ensure the schedule of works is progressing as planned. This will allow any slippage in achievement of targets to be addressed as early as possible and to keep the project on track. This phase will achieve economic goals (contractor works, local jobs created and set number of training placements created in capital build as detailed in tender documents to create construction skills sector opportunities); physical goals recorded in set area of brown field used for new build and improved infrastructure.

Throughout this phase, Possilpark People's Trust will continue to engage with the community and stakeholders. Possilpark People's Trust has been set up as a new community anchor body to take the lead role for this and will promote the new facility to continue to build local support for the facility. PPT will seek to strengthen connections with the community, local groups and agencies, to recruit new volunteers and to increase membership, establish sub groups and host community open days to raise the profile of the project locally and to secure new lets prior to opening. These various goals will be recorded covering occupancy in terms of numbers of individuals from the community visiting facility, number of user groups, numbers of new services, numbers of participants / service users / members. PPT will establish systems for marketing facilities, to continue to raise the profile and awareness of the new Centre, new services and associated projects.

A bespoke monitoring system will be prepared with input and agreement of representatives of Possilpark People's Trust, community reps, user groups and stakeholders to agree detail of information to be gathered and assess achievement of targets in line with project aims.

1.6 Community Facility Ownership & Management Options

To take this development forward an assessment of management options was required. The Community Centre should be a project of exemplary partnership working, bringing together the complementary strengths of organisations which have a track record in managing community facilities and community development and providing a range of services for community and individual needs. As part of the business planning for the new Centre, Community Links Scotland facilitated workshop meetings with lead partners to consider various options for ownership and management of facilities. The preferred option combined the expertise and abilities of partners to best effect and the following aspects will be included to deliver and manage the Centre long term.

1.6.1 Ownership Options

1. Ownership of Centre retained by Glasgow City Council	
GCC retain ownership of potential land/ building to be developed.	
Pros	No asset transfer required, GCC currently considering piloting this option with community groups across the city.
Cons	Reduces enormously the opportunities for capital funding, prevents Lottery funding.
Appraisal	<i>Discounted, use Scottish Land Fund to acquire site and develop in partnership with GCC but with someone else owning it.</i>

2. Ownership of Facility by Hawthorn Housing Co-op	
Ownership by Hawthorn Housing Co-operative – Hawthorn HC own and manage a large number of properties and have extensive experience to dealing with the long term repair and maintenance of buildings.	
Pros	HHC familiar with life cycle costings, management and maintenance of buildings.
Cons	Heavily regulated by Scottish Housing Regulator who may have reservations re owning a large property outwith immediate location.
Appraisal	<i>Discounted, HHC did not want to own it, use HHC's local experience to manage and maintain building without them actually owning it.</i>

3. Owned by Young Peoples Futures	
One of the partner organisations singularly own the building	
Pros	YPF have experience of using the building and are currently based there
Cons	Singular ownership in a multi-faceted building, designed on partnership working, would mean one partner organisation benefiting from acquiring an asset. Difficult to justify who is best placed to take lead role.
Appraisal	<i>Discounted, use experience of partners to manage the building rather than one singular ownership</i>

4. Owned by a new Community Development Trust formed by Positive Possilpark	
A new community anchor body, Possilpark People's Trust, set up by the Positive Possilpark partners with wider community membership across the defined geographic area of Possilpark. As a legal charitable organization it has appropriate powers to acquire and develop community assets and deliver services and programmes to achieve wider regeneration aims	
Pros	The Trust would be eligible for attracting a variety of funding including lottery, Scottish Government and private funding and would demonstrate partnership working. The Trust would benefit from joining a range of skills and be a vehicle for community involvement and future community development work
Cons	Clear roles and responsibilities of Trustees needed for the members who must have the building's interest at heart
Appraisal	<i>Most practical solution with partner representation as well as other organisations and members from across the community. This offers greater scope for wider social, economic and physical regeneration potential.</i>

1.6.2 Management Options

The table below outlines the various operational models and an appraisal based on the pros and cons of each options.

1. One of the partners manages all Community Centre facility functions	
One of the partners runs the Centre, covering all premises management including reception, admin, co-ordination, finance control, promotions, safety checks, service contracts, cleaning, caretaking and key holder duties	
Pros	Local organisations such as YPF and Hawthorn HC have the skills and experience to manage a facility.

Cons	All the responsibility falls to one of the partners, and therefore the singular partner may need extra resources to manage the premises. The lead organisation may not represent the wider interest of the other building users.
Appraisal	<i>Discounted - use experience of all partners to manage the building rather than one singular ownership</i>

2. Possilpark People's Trust manage all community facility functions

The PPT run the Centre and cover all premises management as well as operations including reception, admin, co-ordination, finance control, promotions, safety checks, service contracts, cleaning, caretaking and key holder duties

Trust	All costs: Staff - Centre Co-ordinator, reception, admin, caretaker, cleaner. Premises costs: insurance, safety checks, services. All income generation through lets and hire charges will be to the Trust
Orgs	Partners will be anchor tenants with staff occupying office and community space under annual charge / let fee arrangement. All parties will be represented equally on management committee of new Trust
Pros	This should be a straight forward model with all responsibilities being taken by the Trust for managing building and how it operates. A new trust with charity status would allow opportunity of a fresh approach to community development and attract funding as a smaller group.
Cons	The Trust will have a limited track record themselves.
Appraisal	<i>Most practical solution</i>

1.6.3 Possilpark People's Trust

The recommended management model is for PPT to own and manage the new Centre. The new Trust will be supported by key agencies which previously made up Positive Possilpark which worked collaboratively and lead to the planning and design of this project i.e. Hawthorn HC, Young Peoples Futures, Stepping Stones, Possibilities and Glasgow Perthshire Football Club alongside representatives from the wider community.

1.6.4 Centre Co-ordinator

PPT will own and manage the new Centre and employ a part time Centre Co-ordinator, cleaning and caretaker staff. The Trust will be responsible for managing the maintenance and upkeep of the physical fabric of the building and all administrative and premises costs for the Centre.

1.6.5 Centre Management Group

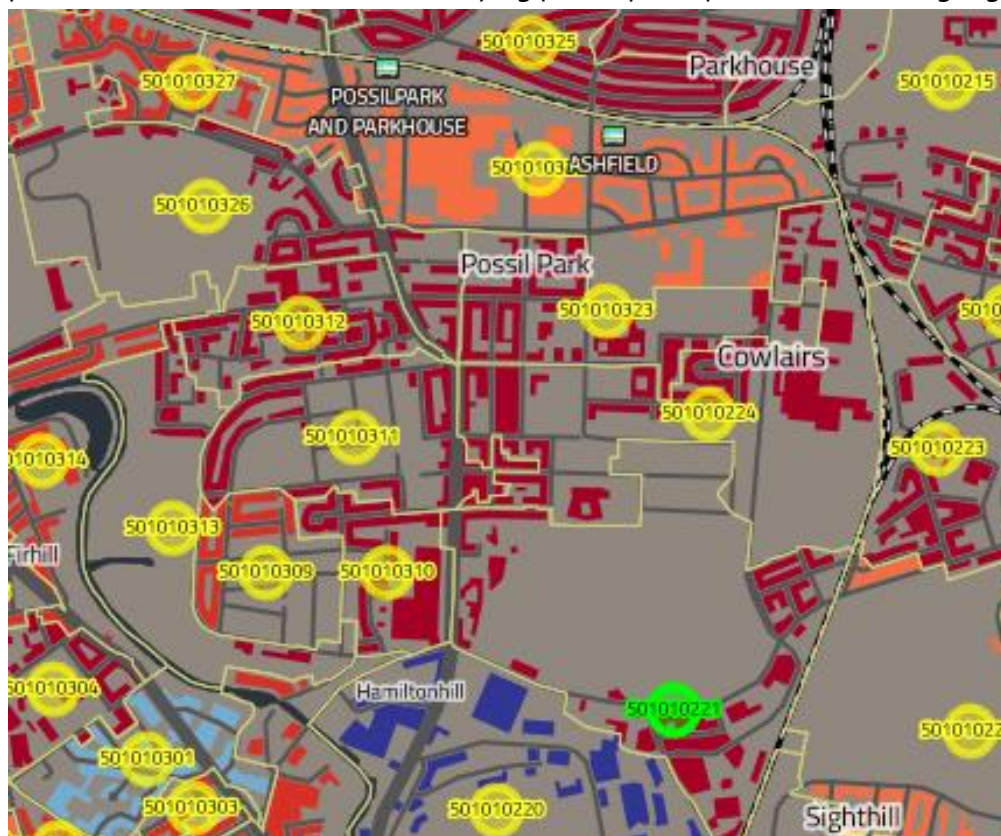
To ensure the Community Centre is managed in response to the needs of the community and users, a Centre Management Group will be established. This will enable grassroots participation and facilitate effective joint working amongst all partners to ensure agencies work in a complementary fashion to maximise the benefits of the Centre to the community. Membership of this group will be made up of representatives of Centre users.

The Centre Management Group will have a key role in the successful operation of the Centre and will provide a means to outline the scope of duties to co-ordinate and manage use of the community facilities. This will also enable an effective means of managing this arrangement and enabling any changes required to ensure the smooth running of the Centre. The group will be open to representatives of all user groups and include wider community and stakeholder representation to enable greater levels of participation in management decisions. This will provide a means to monitor and evaluate the Centre project and to set targets regarding occupancy, income generation, service provision, uptake of services and achievement of project outcomes.

2.0 BACKGROUND AND DESCRIPTION

2.1 Underlying Deprivation SIMD 2020 Analysis

This project has been developed by the community over a four year period encompassing community consultations, an option appraisal process to determine the need for better facilities to alleviate hardship for families and the wider community. This has culminated with the proposal for a new and improved Community Centre building, the establishment of Possilpark People's Trust and its enshrined values of being community led, managed and governed. Before considering these phases it is essential that the underlying poverty and poor health are highlighted.



All 8 datazones in Possilpark using the SIMD 2020 data were in the most deprived 15% in Scotland, 3 were in the lowest 1% with another 3 in the lowest 3%. One datazone had the second lowest ranking income domain in Scotland, while the same datazone was ranked the most health deprived datazone in Scotland.

2.2 Formation of Possilpark People's Trust from Positive Possilpark

Positive Possilpark was established by Hawthorn Housing Co-operative following the development of a Community Regeneration Plan in 2014 in which local residents prioritised young people, facilitation or developing activities, places to go, support and work opportunities for children and

young people as projects which were of highest importance to local residents they wanted HCC to take forward.

As a result, Hawthorn HC established a group called Positive Possilpark with representatives from:

- Hawthorn HC
- Stepping Stones for Families
- Barnardo's
- Young Peoples Futures
- Possibilities

Positive Possilpark was a successful partnership project delivered by Hawthorn Housing Co-operative, Young Peoples Futures, Stepping Stones for Families and Barnardo's who worked collaboratively to offer better targeted and effective services to benefit young people and families in Possilpark. The partnership combined the skills, experience and resources of key voluntary sector organisations operating in the area to engage directly with children, young people and families who are living in poverty, with very limited life chances and as a result are excluded from a range of services and activities. This has enabled a wider range of new services and activities to be available, to promote health, inclusion, skills, confidence and integration.

2.3 Positive Possilpark Options Study and Feasibility Study

Positive Possilpark commissioned an Options Study and Feasibility Study in 2016 to identify the best option to provide a new Community Centre. As part of this Study, an audit of all relevant assets (existing facilities, underused buildings and land) and SWOT analysis was carried out to test the viability of a range of options including refurbishment of existing facilities, re-use and conversion of other buildings or a new build to amalgamate existing functions on the one site would be considered. Positive Possilpark used the Community Council area to identify the potential areas and target groups that would use the new facility.

2.4 Community survey

A community survey was carried out to engage local people's opinions on the community facilities in Possilpark and what activities residents would like to see operated in the area. 258 surveys were completed by members of the public in Possilpark.

2.4.1 % of people who rated the following community buildings available in Possilpark

	Very Good	Good	Ok	Poor	Very Poor
Keppoch Campus	19.8%	30.2%	30.2%	10.8%	9.0
Possilpark Church Hall	14.5%	21.6%	33.0%	19.4%	11.5%
The Den	15.0%	22.0%	29.0%	16.4%	17.8%
Possilpoint Centre	16.0%	13.2%	15.6%	21.2%	34.0%
St Matthews Church	10.0%	26.1%	30.8%	21.8%	11.4%
Possibilities	10.1%	28.3%	32.3%	21.2%	8.1
Whisky Bond	8.0%	18.1%	42.2%	20.6%	11.1%
The Grove	7.0%	18.9%	40.8%	21.9%	11.4%

- Over 55% of respondents thought the Possilpoint building was either Poor or Very Poor, with 34% of people viewing it as Very Poor.
- Over 60% of people thought that the Whisky Bond and The Grove was either Ok or Poor
- Most people felt that the Possilpark Church Hall , The Den, St Matthews Church and Possibilities were ok
- Over 60% of people thought Keppoch Campus was either Ok or Good.

When reviewing the comments associated with this question, it becomes evident why over 50% of people stated that Possilpoint Centre as either Poor or Very Poor, as a number of people commented that the Centre was not fit for purpose, looked derelict and looked like it was falling apart.

2.4.2 Issues stopping people from using existing community buildings in Possilpark

I don't know what's on offer:	33.1%
Opening times are unsuitable:	22.3%
Nothing on offer interests me:	17.1%
I can't afford to pay for activities:	15.5%
I don't know where they are	12.0%

Over a third of people stated that they did not know what was on offer in the various venues in the Possilpark area. There seems a lack of marketing of the activities being operated by the venues in the area, and residents would not visit a venue to see what was on due to the unwelcoming look and poor state of repair of the buildings. Survey comments Included:

- Not fit for purpose
- Closed at Weekend
- Space is limited
- Derelict looking
- Would like a website showing what's on offer
- Falling apart
- Mostly not suitable for youth work – not stimulating enough

2.4.3 How often people used the Possilpoint Centre?

Weekly	38.6%
Occasionally	22.4%
Never	17.5%
Daily:	15.4%
Monthly	6.1%

Over a third of people use the Possilpoint centre weekly, despite its problems, largely because of the efforts of Young Peoples Futures.

2.4.4 If facilities in existing buildings were improved, would you use them?

Yes: 82.9%
 Don't Know: 12.8%
 No: 4.3%

2.4.5 People who thought an improved Community Centre in Possilpark was needed

Yes: 97.5%
 No: 2.5%

There is overwhelming support for a new or improved Community Centre in Possilpark, with 97.5% of respondents stating a need for one, and with 80% of people wanting to see existing buildings improved.

2.4.6 % of people who thought how important it is to have these facilities in a new Centre

	Very Important	Important	Not Important	No Opinion
Youth Area	79.8%	17.2%	2.5%	0.4%
Sports Hall	78.2%	18.0%	2.9%	0.8%
Café	61.7%	34.2%	3.3%	0.8%
Internet and Computer Access	67.9%	27.8%	3.4%	0.8%
Childcare/nursery	74.9%	19.6%	4.3%	1.3%
Meeting Rooms	60.6%	30.9%	7.6%	0.8%
Main Hall with Stage	60.2%	29.5%	8.7%	1.7%

Over 90% of respondents thought that a Café, Internet and Computer Access, Youth Area, Meeting Rooms, Sports Hall, Childcare and Nursey were either Very Important or Important facilities they would like to see in a new community and family centre.

There is a clear trend with all the potential facilities that people could choose from, as they all score over 60% as very important. With very little quality facilities in Possilpark, and perceived lack of marketing of others, it is unsurprising to see all the new proposed facilities being very popular. It is also feasible that the majority of people always think what would be best for future generation therefore it is no surprise that the youth area is seen as the most important. Other facilities respondents would like included:

Sensory Room	Dance/Gymnastic Studio
Football Court	Office Space for Organisations
Gym	Art Room
Therapy Rooms	Massage
Fitness Suite	Dance/Gymnastic Studio

2.4.7 % of people who thought how important it is to have these Activities in a new Centre

	Very Important	Important	Not Important	No Opinion
Youth Activities	80.7%	17.2%	2.1%	
Disability Accessible Activities	80.5%	17.2%	2.3%	
Parent / Toddler Activities	71.3%	24.5%	3.4%	0.8%
Activities for the Elderly	69.3%	25.7%	3.3%	1.7%
Out of School Club	69.7%	24.2%	5.6%	0.4%
Keep Fit Classes	58.8%	34.6%	5.8%	0.8%
IT Workshops	59.1%	34.1%	6.5%	0.4%
Adult Education	64.7%	26.9%	6.3%	2.1%
Weekend Social Events	59.7%	29.0%	8.2%	3.0%

Over 95% of respondents thought that Parent and Toddlers, Youth, Elderly, and Disability Accessible Activities were either Very important or important. Although Weekend Social Events scored over 85% in Very Important and Important, this was the lowest wanted activity with the remaining scoring over 90%.

Again, similar to the previous table it is no surprise that all these future activities are viewed as very important, when there is a perceived lack of activities available to participate in Possilpark. The need to have activities for younger generations is regarded highly by the respondents, as well as the importance to consider the needs of people with disabilities. Other Comments Include:

IT for all levels	Keep fit, Yoga or Pilates
Arts and Crafts	Sewing
Swimming	Cookery Classes
Gym for youths	Recovery Drop ins
Football for homeless	Facilities for disabled young people,
Football team	Facilities for people with special needs
More for young people	Homework club
Evening classes for working people	

2.4.8 % of people who thought how important it is to have these Activities in a new Centre

	Very Important	Important	Not Important	No Opinion
Disability Integration Support	69.7%	28.7%	1.6%	0
Career / Job Advice	68.1%	26.8%	4.7%	0.4%
Day care to support parents	70.8%	23.9%	2.7%	2.7%
Financial welfare advice	63.9%	27.3%	8.0%	0.8%
Health Services	61.4%	28.4%	9.7%	0.4%
Parenting Advice/classes	56.9%	32.3%	8.6%	2.2%
Credit Union	50.0%	32.1%	16.7%	1.3%
Housing	53.1%	28.5%	15.8%	2.6%

Councillor / MSP surgeries	48.7%	32.8%	14.2%	4.3%
Library	48.2%	32.9%	14.9%	3.9%
Addiction Services	51.5%	27.2%	14.9%	6.4%

Over 90% of people thought that Career/Job Advice, Financial/ Welfare Advice, Day Care Support for Parents in Work and Disability Integration Support were Very Important and Important although over 75% of people thought that an Addiction Services was Very Important and Important. Employment focused services are popular and it is not surprising to witness that people would like to see more within area as show by the ranking in the Scottish Index of Multiple Deprivation the area is lacking in employment opportunities and jobs. Other Comments Include:

Credit Union open longer	Football
Swimming Pool	Homework Club

2.5 Partner Requirements

CLS spoke to each of the partners of PPT who provided the wish list highlighted below which was subsequently used within the brief for the architect to take forward the outline building proposals, along with the underlying needs and the demand indicated by the community in the section above.

2.5.1 Hawthorn Housing Co-operative

Do not require any bespoke space but will use Board room, interview rooms, large meeting area etc as part of business.

2.5.2 Young People's Futures

Office space for 5-6 staff	Purpose built games facility for sports and games to include basketball, badminton
Staff meeting room	Climbing wall
Area to store staff belongings	Outdoor area that will facilitate football and tennis
Group work rooms	Cooking facility, working kitchen for learning
Creative space for arts	Gaming room, consoles and pool table
Girls recreational room for learning and development	Boys recreational room for learning and development
Relaxation room	Dance studio
Music studio	Martial arts studio, judo, karate etc

Learning suite for IT	Board room
Community Café	Storage
One to one mentoring room	Sensory room
Fitness Suite	Shower facility
Food bank Facility	Facilities for older people's recreation
Car Park	

2.5.3 Stepping Stones for Families

A new Childcare Centre to accommodate 25 full time equivalent children aged 0-5 years which would be a stand alone and/ or independently accessed building that could be introduced at a later stage which would include:

Baby room with adjoining changing area	Clean and dirty sinks
Food/bottle preparation area	Toddler room/space
3-5 years room/space	Sinks in each room
Child toilets with easy access from the rooms to encourage independence	Kitchen with space for fridge freezer, washing machine/drier/dishwasher
Storage Space	Pram/buggy store can be external/dry and secure
Direct access from the building to outdoor play and learning area	Keypads on the childcare side of any door that links to the main part of the building for security purposes
Multi purpose room that can be used for a crèche to support partners and external agencies, work with parents eg health visitors, training for work providers etc	Meeting/training room/IT suit
Community room for local people to meet/chat etc	Community Growing space
Children's garden	Flexible play area
Adult outdoor gym	

2.5.4 Establishing Partners Brief

CLS facilitated discussion with partners to refine this 'wish list' and establish a more realistic brief for the proposed provision to meet the needs of key partners, whilst avoiding over provision. The basis of this approach was to establish the key priorities for each organisation and to encourage more flexible and multi-purpose use of rooms. The aim was to reduce the number of separate rooms to reduce overall floor space and capital cost. This confirmed the removal of the dedicated music studio and 3 dedicated rooms and the following provision taken forward by Collective Architects:

- The nursery childcare facility (which needs to be a self contained unit including

office, toilets and kitchen within the new facility in line with Childcare Inspectorate Guidelines,) (Phase 2)

- One main hall which can be used for sports, performances and gatherings,
- Fitness Suite
- Multi Purpose Room (with partition to allow provision of two smaller rooms)
- Activity Room
- Kitchen and Servery Area
- Meeting Rooms
- Interview Rooms
- Toilets including unisex Family wc and Baby Change
- Changing Rooms
- YPF/Anchor Let Space (Board Room, office, interview room, staff room, toilets)
- Football Pitch (Phase 3)
- Car Parking
- Outside Space for sitting/playing/meeting/performing

2.6 Wider Community Partner Requirements

As well as the key partners listed above, the project must also meet the requirements of the wider community including community groups and agencies. The Centre has to have capacity to serve the existing users of Possilpoint with lets and activities. This is in recognition of the importance of Possilpoint as the only major Community Centre serving the neighbourhood, operating at 90% capacity, the second busiest Centre in Glasgow.

Key User Groups are:

NG2 is a social enterprise company set up by NG homes – a social landlord– which provides neighbourhood services across north Glasgow. This complements the social housing services and improves the upkeep of neighbourhoods whilst providing much needed training, work experience and employment opportunities for local unemployed people. NG2 provides a regular drop in resource based within Possilpoint for families with young children (NG2 Toddlers Group: Mon and Thurs am; NG2 Little Rascals: Fri am; NG2 Chancers: Wed 10-3pm) which provides a support and socialisation resource for vulnerable families. This also provides opportunities for parents to access other NG2 training programmes taking advantage of childcare places. NG2 Men's Support Group is based within Possilpoint provided social support for NG2 participants and wider public.

Glasgow Life, as well as owning and managing Possilpoint, Glasgow Life also deliver several programmes using their own resources. This includes:

Silver Deal: Computer IT learning and recreation activities using the IT suite (Mon pm)

Twirling Tots and Baby Rhyme Time classes: Parent and Baby / Toddler workshops (Thurs am)

NHS Community Health Team offer health drop in surgeries, classes and programmes based in the Centre. Although the new Possil Health Centre provides the main hub there are several

community health programmes more suited to the community centre setting. This includes a COPD drop in resource on Mon and Fri pm.

The facility also provides a base suitable for disability and carers support. The main partner with regards to this is DASH that has a permanent office space at Possilpoint for delivery of disability support and community based opportunities to enable integration of people with learning and physical disabilities within the community. Cordia Carers also have a regular let in the Main Hall on Friday am.

Several smaller community based and voluntary groups meet in Possilpoint:

Phoenix Futures (Badminton Club in Main Hall) (Tues pm)

AA self Help Group (counselling and peer support) (Tues am)

St Teresa's School (Main Hall for sports for gym sessions) (Wed 9-3pm)

There are several regular music and dance clubs which meet in the centre (Happy Lassies Dance troupe, Harp Workshop Club and Line Dancing). It is vital in the planning of the new facility that the needs of this existing profile of centre users is taken into consideration and the unmet needs of other groups and agencies that have expressed interest in accessing Possilpoint both through this consultation and experience

DASH Club, Glasgow

The DASH club is an after school club for young people aged 11-18 with complex needs (learning, physical, sensory or behavioural difficulties). The Club offers a wide range of activities designed to promote health, well-being, social skills and self confidence among young people with disabilities. DASH is situated in a building adjacent to Possilpoint and has a permanent office within the Centre. Consultation secured the support of DASH for the new facility and in the group's continued access to space and resources in the new Centre which will also enable inclusion of people with disabilities in mainstream settings.

Glasgow Perthshire FC

Glasgow Perthshire FC is a junior football club who expressed a desire to become a partner in the new development. They appreciated the shortage of sporting facilities in the area and also expressed a willingness to partner with PPT and assist in the running of any future sporting facility which may be attached to Centre. This will be phase 3 of the project and the Design Team have designed the project to offer the capacity for this.

2.7 Ongoing Consultation and Dialogue

PPT has facilitated an ongoing dialogue with the community in developing the final proposal. Over the past four years, 12 events and public meetings have been attended by more than 600 people to gather people's opinions regarding facilities and the services and opportunities which need to be provided to respond to local needs and preferences. These events included presentation of design options by architect and enabled local people to discuss the proposals for the purposes and design of the proposed facilities.

Consultations between agencies and the community happen on a regular basis, whether its 300 people attending the Possilpark Gala day, the Trust Supported Christmas Lights switch on, the Trust's AGM, attendance at a variety of drop in events and effective social media.

2.8 Learning From Others

Members of PPT have visited the following community facilities to gather ideas and inspiration for the new Centre, in terms of how it looks, the facilities it provides and how it can operate.

- Forgewood Community Centre, Motherwell
- Townhead Village Hall, Glasgow
- Barmulloch Residents Centre, Glasgow

Those attending felt there was something to learn from all of the Centres, the key points being:

- Use high quality design and appearance so the Centre can make a strong impact locally,
- Ensure the Centre is designed to be flexible and adaptable to encourage multiple use of the space and 'future proof' Centre,
- Use a practical design and hard wearing materials that can withstand wear and tear to reduce ongoing maintenance costs,
- The input of residents, volunteers, groups and centre users is vital to ensure 'community buy in' and input to services and activities and to the running of the Centre,
- Staff input is important to operate the Centre but avoid over staffing which could increase running costs and let fees making the venue less affordable for groups on low incomes,
- Make sure external garden space is well looked after, safe and secure,
- Make sure there is enough storage,

This was a useful event, helping generate a lot of ideas for the new Centre, enabling participants to see what works well and to visualise what the facility could be like. The feedback from this has informed the Project Brief.

2.9 Project Delivery

This project will enable the development of a better community Centre which will offer an enhanced provision of IT learning, training kitchen, a variety of meeting rooms, main hall space and smaller rooms for 1:1 consultation and external play space to offer more appropriate resources for programmes covering health, learning and anti-poverty to benefit the community and promoting the area's long term regeneration.

This will benefit all residents of Possilpark, which is amongst the most disadvantaged parts of Scotland. This will benefit existing user groups and other partners who are committed to occupancy of the new facility representing a wide cross section of interests. This covers many sections of the community affected by disadvantage and targets specific groups which consultation has identified gaps in service provision.

- **Young People:** Young People's Futures will use facilities to offer drop in advice, volunteering and training opportunities to improve life chances benefitting the high proportion of young people affected by disadvantage.
- **Health and Disability:** NHS and Community Health Partners will access space to offer clinics, classes, drop in resources and workshops to promote health improvement. These will be open to all members of the community and many will target specific client groups including young parents with babies, young people (sexual health) and elderly people. The improved kitchen linked with enhanced community growing space will enable the Centre to evolve as a community food hub to address food poverty
- **Advice and Information:** Interview rooms will create a resource for agencies to offer private consultation space across a range of issues from Welfare Rights, Money Advice, Mental Health and Addictions support.
- **Training and Skills Development:** North Kelvin College will provide outreach learning making use of the new training room and improved IT resource and new volunteering positions linked to PPT and partner programmes will increase skills and confidence of residents.

PPT have secured the support of the community, Centre users and wider stakeholders for the creation of a new facility at Possilpoint. This was through consultation which also confirmed the support of existing Centre users to continue to carry out duties and responsibilities towards the operation and upkeep of the new Centre. The survey also identified interest from local people interested in volunteering within the new Centre and Centre based projects. This will increase the communities' sense of pride and ownership of the new Centre and offer new routes for people to develop skills and confidence.

The Centre will provide a low carbon facility with renewable energy technology which will enhance energy performance in comparison with the existing building to ensure the project is sustainable both in financial and environmental terms. The quality of building fabric will be selected to offer a low maintenance solution which will safeguard the investment and ensure the Centre and facilities offered create a lasting asset for PPT.

2.10 Possilpark Community Centre

The Trust have consulted with the community and stakeholders in the planning of this project to create a facility which will meet existing and future needs. The consultation identified the following priorities to meet the needs of the local community:

- **To reduce household poverty:** welfare rights, fuel poverty, food bank, affordable credit, budgeting skills,
- **To access education and training:** outreach classes, ESOL, introductory and progression opportunities,
- **To help people get into jobs:** careers advice, job clubs, self reliant groups, apprenticeships and volunteering,
- **To increase wellbeing:** health advice, exercise, sports and mental health support

The Trust is progressing funding and when complete, the first phase Community Centre will provide the following facilities to meet the above priorities:

- **Main Hall** *suitable for community events, functions and sports,*
- **Multi Purpose Room** *suitable for meetings, training and activities,*
- **Activity Rooms** *suitable for a range of creative activities and training,*
- **IT learning room** *fully equipped and suitable for learning classes,*
- **Training Kitchen** *suitable for training and community food activities,*
- **Smaller Meeting Rooms** *suitable for 1:1 and small group meetings,*
- **Creche Room** *providing crèche resources for adult return learners,*
- **Improved Entrance/reception** *improved access and layout,*
- **Improved visual appearance of building**

The Centre will be open 7 days a week including evenings, will offer an affordable and flexible venue to benefit all age groups and backgrounds. There is strong support for the Centre from the community and many groups and organisations will occupy space.

3.0 ASPIRATIONS

3.1 Project Aim

The aim of the project is to improve the quality of life of the local residents of Possilpark in North Glasgow, by enabling provision of better and more integrated facilities, services and activities to bring people of all ages and backgrounds together and to provide support and opportunity to address disadvantage in the area. The project will focus on meeting the needs of the existing local population and enabling the partnership of Possilpark People's Trust, with wider community, voluntary and public sector partners to enable community led regeneration. In order to determine which building option to go for, PPT carried out an options appraisal which ran in tandem with the Design team who simultaneously were conducting a detailed site analysis of possible sites and buildings in the Possilpark area.

3.2 Options

Possilpark People's Trust considered options for the improvement or new construction of community facilities which could provide a modern, state of the art Centre for activities and services to be provided by partners as well as other wider agencies (Community, Children and Family Centre, Young People, Integration and Inclusion). There are various options which could be adopted to progress regeneration.

Potential Building Options
Option 1. Do Nothing
Partners continue operating from existing buildings with no significant enhancements to Possilpoint as the Centre for PPT programmes
Option 2. Possilpoint Refurbishment
Possilpoint refurbished with major focus on external upgrades, environmental improvements and space to offer better facilities
Option 3: Possilpoint Refurbishment and Extension
The Centre is refurbished with two new extensions to provide a new entrance and more flexible space.
Option 4: Possilpoint New Build
A new Possilpoint is built on the site of the existing football pitch and the existing Centre demolished once building work is completed.
Option5: New Build on another site
The architects audit of facilities identified other sites suitable for building a community centre, there are several large open areas across Possilpark following regeneration and house clearance that may be suitable.
Option6: Refurbish Existing Building elsewhere in Possilpark
The architects audit of facilities will identify other community buildings or other general buildings suitable for use as a community facility which may have capacity for expansion or re use.

3.3 Assessment of Options

Each option was assessed against the following criteria:

- Cost of development/value for money;
- Ease of development: site and physical condition of premises;
- Most likely to be used by the wider community: accessibility and visibility;
- Opportunity for diversification of activities, future use of facility;
- Funding availability;
- Timescales;
- Potential risks: ownership secured in time, securing funding, failure of adoption by local community;
- Ability to meet project aim;
- Ability to meet project outcomes.

3.3.1 Option 1: Do Nothing

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This option would cost nothing so would represent the lowest cost to the partners, demonstrating maximum value for money.	10	9	90
Ease of development	There would be no development required under this option so by default, this would score the maximum in terms of ease of development.	10	7	70
Community use	Although there is clear demand for a community facility, the existing building is not up to standard.	2	10	20
Future use	Given the limitations of existing premises, future adaptability and use is limited.	1	8	8
Funding	No funding would be required for this option.	10	9	90
Timescales	This option would represent the shortest timescales as no work would be required.	8	9	72
Risks	There would be no potential risks to the project as it would involve no delivery, however the identified risk of failure of adoption by the local community would be high as there would be widespread disappointment in nothing being done to address local demands identified directly by the community.	5	7	35
Meet Aim	This option would not meet the aim of delivering services, activities and facilities to address community needs and demands since it would not change the existing level of provision available.	0	10	0
Meet Outcomes	This option would not meet any of the planned outcomes of the project.	0	10	0
TOTAL				385

3.3.2 Option 2 Possilpoint Refurbishment

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This solution would not offer the best value for money as it would not create the facilities capable of meeting need and demand, particularly given the space restrictions.	5	9	40
Ease of development	The property is owned by GCC who have indicated a willingness to transfer community assets such as Possilpoint.	6	7	42
Community use	This option would be unlikely to see a major increase in community use since the space and access restrictions with the current buildings all prevent additional usage. There would also be widespread disappointment in the community that additional accommodation could not be provided.	5	10	50
Future use	Future use of the facility provided under this option would be achieved by an extensive refurbishment, but would not meet all the required community needs without additional space.	5	8	40
Funding	Funding would be required for this option, with VAT on works also having to be found.	6	9	54
Timescales	Depending on the length of time taken to acquire ownership of an alternative site, this timescale for refurbishment works would be relatively short.	7	9	63
Risks	Risks to do with securing sufficient funding in time for the start of the project have a medium chance of occurring. Failure of adoption by the local community is a medium risk.	7	7	49
Meet Aim	This option would have a poor chance of meeting the aim of the project- a refurbishment of a currently unfit building which would not offer additional space overall and would not enable the identified needs and demands to be met.	4	10	40
Meet Outcomes	This option would make only partial advances towards meeting the outcomes of the project.	4	10	40
TOTAL				418

3.3.3 Possilpoint Refurbishment and Extension

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This option offers good value for money as it would create the facilities capable of meeting need and demand, particularly given the space needed, whilst also undertaking a refurbishment.	9	9	81
Ease of development	The property is owned by Glasgow City Council who have indicated a willingness to transfer Possilpoint. The main issues relate to challenges to develop the Centre as a refurbishment project as well as including an extension.	4	7	28
Community use	This option would be likely see an increase in community use since the space and access restrictions with the current buildings all prevent additional usage. To see the refurbishment as well as complete an extension that is tailored to meet the community's needs would be significant.	8	10	80
Future use	Future use of the facilities provided under this option would be achieved by an extensive refurbishment of facilities, as well as designing the extension with the long term future in mind	8	8	64
Funding	Less funding would be required for this option than new build, despite VAT on works.	9	9	81
Timescales	Depending on the length of time taken to acquire ownership of an alternative site, this timescale for refurbishment works would be relatively short, and could be undertaken at the same time as the construction of the extension.	8	9	72
Risks	Risks to do with securing sufficient funding in time for the start of the project have a medium chance of occurring. Risk associated with acquiring ownership of the site is low. Failure of adoption by the local community is a low risk. Will require to decant everyone, higher risk some groups may leave.	7	7	49
Meet Aim	This option would have a good chance of meeting the aim of the project- a refurbishment of a currently unfit building which would create additional space overall would enable the identified needs and demands to be met.	8	10	80
Meet Outcomes	This option would provide a good platform towards meeting the outcomes of the project.	8	10	80
TOTAL				534

3.3.4 New Build Centre at Possilpoint

Factor	Discussion	Score	Weighting	Weighted Score
Cost	Demolition of the existing Possilpoint and replacement with a fit for purpose new build facility would be the most costly option, however the community benefits and sustainability element would be high.	22	9	18
Ease of development	This would offer the long timescales: acquiring permissions, funding, demolition and construction time. It would also mean that services currently run from the Possilpoint Centre would have to decant.	4	7	28
Community use	Extensive community consultation has given clear support for more flexible space which can provide services and activities to meet local need. Community use is therefore anticipated to be very high including amongst new users.	9	10	90
Future use	A modern, fit for purpose new build has the potential to be very future-proof, provided as many of the spaces as possible can be designed for multiple purposes.	10	8	80
Funding	This would be one of the most expensive options given that an entirely new building would be required and this would place a significant demand on partners to secure external funding for the development.	3	9	27
Timescales	The timescales for this option are likely to be lengthy given that it is a full-scale demolition and new build, however site acquisition is not likely to cause any delays.	6	9	54
Risks	Risks associated with not securing ownership are low. Failure to secure funding is a high risk, given the level of funding to be sought. Failure of adoption by the community has a low risk of occurring.	4	7	28
Meet Aim	This option would meet the project aim.	10	10	100
Meet Outcomes	This option would meet the project outcomes.	10	10	100
TOTAL				525

3.3.5 New Build on another Site

Factor	Discussion	Score	Weighting	Weighted Score
Cost	A new build development on a new site would be the most expensive option. Investigations by Design Team ruled this out as an option due to expense and planning issues.	2	9	18
Ease of development	Outwith Possilpoint, the only other previously identified site is in private ownership and not likely to become available for some time, and at a substantial cost.	1	7	7
Community use	Although the community would welcome new, purpose-built facilities, there is a danger that they will not be fully adopted.	5	10	50
Future use	A new, purpose-built, multi-functional building would have the greatest chance of being future-proof.	10	8	80
Funding	This option is likely to be the most expensive, with site acquisition fees to build on, however there is good evidence on community needs and demand to back this up.	1	9	9
Timescales	The timescales for this option would be lengthy owing to it being a complete new build and the need for site acquisition.	2	9	18
Risks	Risks associated with acquiring the site are high and risks associated with securing sufficient capital funding and adoption of the facility by the local community are medium for this option.	2	7	14
Meet Aim	This option would meet the project aim.	10	10	100
Meet Outcomes	This option would meet the project outcomes.	10	10	100
TOTAL				396

3.3.6 Refurbish Existing Building elsewhere in Possilpark

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This solution would not offer the best value for money as it would not create the facilities capable of meeting need and demand, particularly given the lack of other suitable	1	9	9
Ease of development	This would be a lengthy procedure, to identify and locate alternative suitable locations, secure agreements and permissions	2	7	14
Community use	Depending on the location of the existing building, this option may increase community use. However moving current services from Possilpoint to a new geographic location may deter current uses	5	10	50
Future use	Future use of the facilities provided under this option would be achieved by an extensive refurbishment of facilities, but not meet all the required community needs without additional space.	5	8	40
Funding	Funding would be required for this option, with VAT on works also having to be found. As well as work with the tenants and owners of an existing facility	6	9	54
Timescales	Depending on the length of time taken to identify a suitable location and to acquire ownership of an alternative site would be long, but the timescale for refurbishment works would be relatively short.	4	9	36
Risks	Risks to do with securing sufficient funding in time for the start of the project have a medium chance of occurring. Risk associated with acquiring ownership or agreed uses of an existing site is medium/high. Failure of adoption by the local community is a medium risk.	5	7	35
Meet Aim	This option would have a poor chance of meeting the aim of the project- a refurbishment of a currently unfit building which would not offer additional space overall.	6	10	60
Meet Outcomes	This option would make only partial advances towards meeting the outcomes of the project.	6	10	60
TOTAL				358

3.4 Preferred Option

All of the six options have been subject to a detailed options appraisal against nine criteria which were weighted in order of importance to the partners, the local community and funding partners. Total scores indicate that the option most capable of addressing community needs and demands, in addition to being the most viable in terms of securing funding, ease of development and future use is the comprehensive improvement of the existing Centre, combined with selective extensions.

Potential Building Options	Score
Option 1. Do Nothing	385
Option 2. Possilpoint Refurbishment	418
Option 3: Possilpoint Refurbishment and Extension	534
Option 4: Possilpoint New Build	525
Option 5: New Build on another site	396
Option 6: Refurbish Existing Building elsewhere in Possilpark	358

Option 3 was clearly selected as the preferred option, followed by Option 4 which also had the ability to meet local needs and demands, but had drawbacks particularly in terms of cost and funding.

3.5 Meeting the gaps in services

The new, improved, extended Possilpark Community Centre will fill a range of gaps in the current service which the current building cannot meet. Possilpark People's Trust have ambitions to expand and offer more services for the area however are restricted in achieving these ambitions as Possilpoint, the main community facility in the area and focal point for activities and services is at full capacity, does not serve the high levels of demands and is closed at weekends.

Consultation with local people and groups confirmed overwhelming support for improved community facilities and expanded services from the 258 survey respondents. This confirmed demands for more effective services to tackle poverty including training programmes, careers advice, money advice and welfare rights and to target families, children and young people and the vulnerable who may not be currently benefitting from services or facilities available.

As part of the Feasibility Study, a Market Audit was carried out of all facilities in Possilpark which could be enhanced to offer community facilities. This identified several facilities in addition to the existing, outdated Possilpoint Community Centre, all of which were for very specific thematic purposes i.e. Health Centre, Advice Services, Nurseries, Churches, Library and Post Office. This audit confirmed the need for improved facilities which could offer generic community facilities and to provide a base for local delivery of services and activities.

The aim is to provide a modern, state of the art hub for social gatherings and for delivery of better activities and services. Possilpark People's Trust therefore recognise this is more than simply an improvement and extension and careful consideration is necessary into the range of functions and services, location, design and layout of the facility. This would have the advantages of bringing lead agencies and other partners under the one roof, to encourage greater partnership working and to share resources in running the building and services.

3.6 Outcomes

3.6.1 Physical

This project will transform the Denmark Street location by replacement of a drab and unattractive building dating from the 1980s surrounded by a car park and red blaes playing field with an improved/new modern community building which will enhance external landscaping and will add quality to the physical environment. The building will have improved energy performance by use of renewable energy technology and improved insulation measures.

Well planned neighbourhoods and local areas, with accessible facilities and amenities	Community involved in planning and design of improvements to facilities linked to wider area regeneration; improve access to local facilities and services
Communities have a positive appearance and are places where people want to live, work and invest	New community facility replacing dilapidated Centre; better range of activities and services to increase the appeal of Possilpark
Quality design and upkeep of buildings and spaces	High design quality used by Collective Architecture for the new build and wider external appearance
Address vacant and derelict land and property and preserve heritage/built environment for productive use	In north Glasgow a higher percentage of residents live within 500m of a vacant and derelict land site than almost anywhere else in Scotland; this project enables transformation of existing buildings and brownfield site. Renewable energy and eco design used to minimise carbon footprint of project.
Use resources efficiently and respect the natural environment	A low carbon building will be created, both improved and new. Resource and energy efficiency policies in place.

3.6.2 Economic

Possilpark is the most disadvantaged neighbourhood in Scotland with long standing social and economic problems arising from the decline of traditional industries. Rates of unemployment and

low educational attainment are some of the poorest in the country resulting in low skills and confidence. This project will tackle this by providing better facilities for learning including an IT training suite and by working with wider partners including colleges and training providers to offer a range of opportunities to promote skills development from introductory group work, to vocational work placements and apprenticeships. This will include volunteering options and joint projects and placements with other community based organisations to promote wider community benefits.

Strong local economies, providing access to jobs and support for business	Training and employment opportunities created in construction and use of the Centre will increase the work readiness of local residents to support the local economy
A well trained workforce whose skills meet economic needs	Training and volunteering linked to practical work experience opportunities will increase the skills of local residents for employment opportunities.
People have access to the learning and development opportunities that they need and the right support is in place to help people to work	Possilpark People's Trust programmes will offer a wider range of skills development opportunities across the 'employability pipeline'. This will include support to overcome barriers to participate in opportunities.
A thriving private sector and social enterprise	Centre regeneration will enable greater use of the facility and higher levels of social enterprise activities. Enhancing skills and confidence of those participating in Centre based programmes will strengthen local labour market of benefit to private enterprise locally.
Effective strategies in place to link economic opportunity and demand	The Centre will offer a range of training programmes to increase education qualifications and work readiness of local people to enable them to be more economically active
Infrastructure fosters the right conditions for growth and community cohesion, including good transport and digital connectivity	Infrastructural investments in developing new facilities with modern resources such as IT learning suite will foster economic growth and create new opportunities
Sustainable employment and reducing welfare dependency	Improved services and support to reduce poverty, improve wellbeing and offer positive opportunities to move people from welfare dependency

3.6.3 Social

In line with the recommendations of the Scottish Government Regeneration Strategy, this development is entirely community-led and is focused on the identified needs and demands of local

people. The wider community has been regularly involved in designing the building and in identifying the services and activities that will be available therein. This new provision will act to reduce the decline caused by the withdrawal of services from the local area in the past decade and will help to improve quality of life, improving the aspirations of local people and ensuring that all within the community have the ability to participate in its regeneration.

Communities and people are protected and feel safe	The project will promote community safety offering more services to benefit young people.
Delivery is focussed on the needs of people	Community and stakeholder engagement in project planning has ensured the new facility and services will respond to the needs and priorities of local people.
Communities are involved in designing and delivering the services that affect them	Ongoing engagement and community based steering group planning sessions enable community input in project design and the Trust will sustain community control.
People have access to appropriate community facilities and places to meet	A bigger and better community facility is created for social gatherings and community wide events
Communities have a positive identity and future aspirations	Possilpark People's Trust has wide community membership which aims to facilitate the long term regeneration of the community.
People are empowered to improve their area and maximise local assets	The Trust will enable the Centre to be a community focal point and catalyst for wider regeneration
People have good physical and mental health	Better integrated services and new programmes available will improve wellbeing of area.
People have access to effective local services and facilities, including health, education and early years support	The new facility will enable access to opportunities to promote health and skills development.
Communities are fair and inclusive, where all have a voice and can participate	The Trust has a fair and inclusive membership to all, and various methods for people to have a say in how the Trust, Centre and projects operate e.g. community forums, sub groups and user group meetings

Sustainable employment to tackle worklessness	The project will offer skills development opportunities across the 'employability pipeline' recognising the significant barriers many locally face in moving towards employment. This will include access to anti poverty advice, family support, literacy and numeracy training and group work to ensure people have a stable foundation to then access other opportunities to improve life chances.
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3.7 Outputs

This project, to develop a new Community Centre enabling more organisations to operate collaboratively under the one roof to offer more effective, varied and integrated services and opportunities to promote wellbeing and enable a holistic approach to regeneration led by Possilpark People's Trust. The project is the top priority for the Trust, but it has the wider objective of the economic regeneration of Possilpark, harnessing the enthusiasm and expertise of people living and working in the area.

No. of new jobs created New facility staff posts Centre Manager and caretaker and new service staff (PPT and partners)	5
No. of construction jobs supported The build of the new facility will provide > 10 jobs in the construction skills sector (builders, plumbers, electricians, plasterers) and related professions (architect, engineers, QS)	10
No. of existing jobs supported Possilpark Community Centre partners will operate under the one roof and benefit from the economies of sharing cost of facilities which is increasingly vital for third sector which has been undermined by reduced public grants and cuts which threatens services and jobs.	25

<p>No. of training places created</p> <p>To achieve wider outcomes the contractor will be obliged to offer training and work experience placements as part of the construction of the new facility which will offer > 10 training and work experience opportunities in the construction sector which will target young unemployed local people specifically those requiring work experience as party of vocational training progression (10). The Centre will include enhanced IT facilities and training suite to offer a base for wider programme of learning and education courses than previously available to enable > 75 training places to be created p.a. (75). Possilpark People's Trust will offer new volunteering and training linked to community action plan programmes with > 5 training places p.a. (5)</p>	90
<p>Total Sq m of building created or refurbished</p> <p>Sq m Gross Floor Area</p>	Sq m
<p>Number of community facilities supported.</p> <p>The main focus is to improve community facilities by replacement of existing Possilpoint Centre with new improved more flexible community centre (1). The project will also support the DASH club which provides a community hub for people with disabilities as the new facility will provide a base for some of the DASH programme activities (1).</p>	2
<p>Number of renewable energy and resource/energy-efficiency projects supported.</p> <p>The project will enable the creation of a low carbon facility, built to latest building standards to ensure the highest levels of energy efficiency with renewable energy installed to safeguard long term environmental sustainability.</p>	1
<p>No. of new community anchor organisations evolving to take forward regeneration activities</p> <p>Possilpark People's Trust set up to own and manage the new facilities enabling wider community membership, buy in of support for the Centre and to achieve regeneration outcomes.</p>	1
<p>No. of community development and volunteering places created to enable participation in regeneration</p> <p>More than 25 new volunteering / community action places, to support capacity building for the Trust; various new volunteering places created by partners and new Centre based projects</p>	25

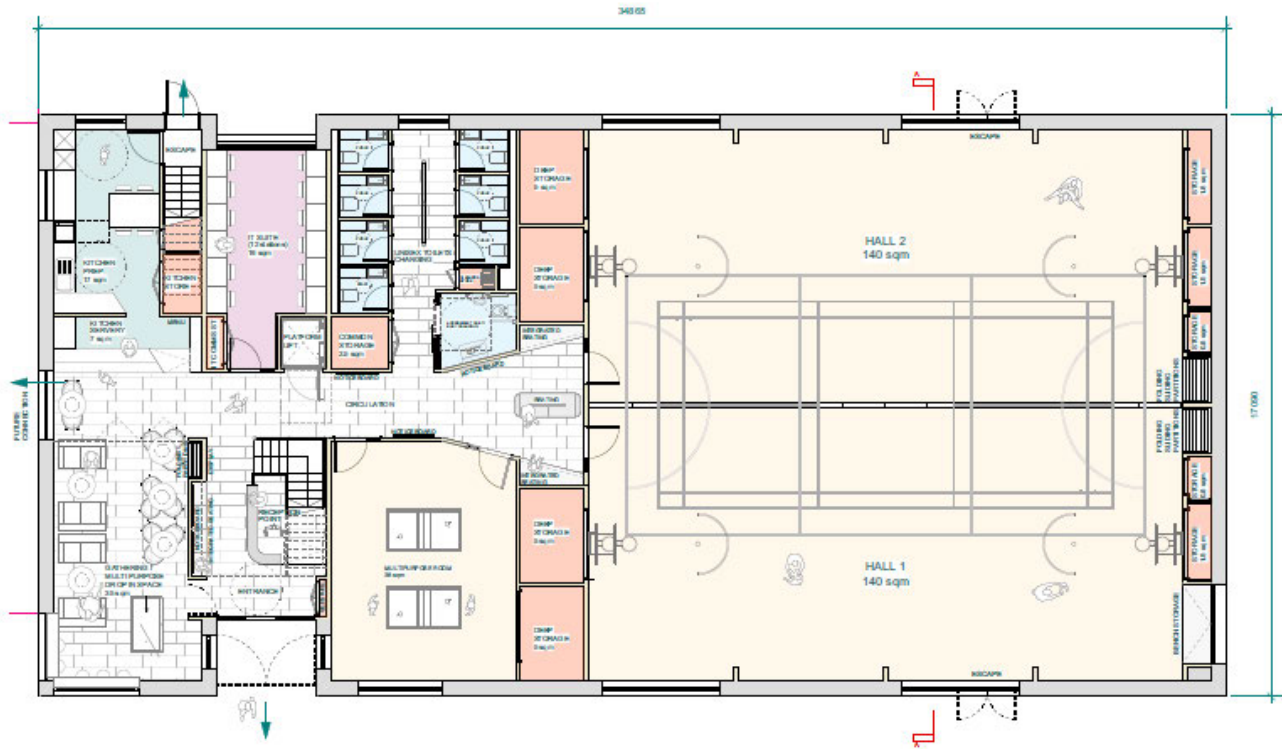
3.8 Strategic Fit

As a community led project and enabling asset transfer of the current Possilpoint facility from GCC, this fits with the Scottish Governments Empowerment Agenda launched in 2017 to benefit communities and the national regeneration strategy: 'Achieving a sustainable Future' to use community development approaches to achieve physical, social and economic regeneration outcomes. This project also fits with Community Learning Development Strategy (outreach learning and skills development), GCC Community Planning and Single Outcome Agreement (collaborative working across health, education, community safety and community development) and Community Health Strategies (positive health and wellbeing). The new Centre has also been included in the draft locality plan which was prepared in consultation with community.

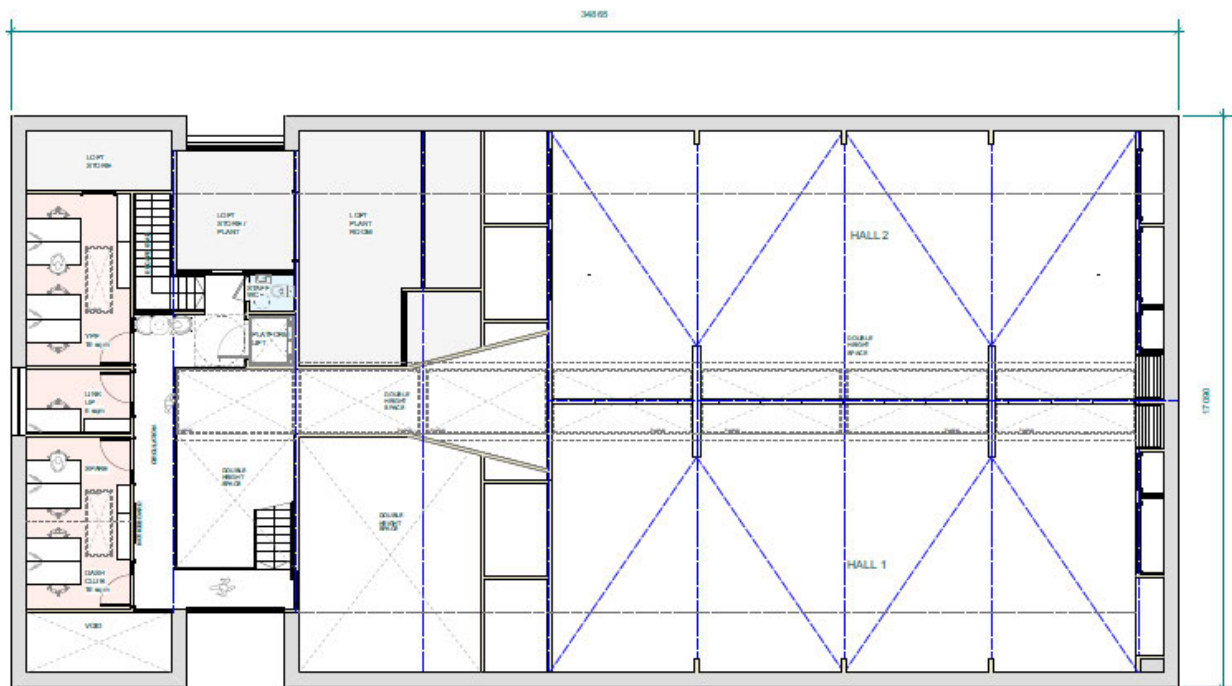
4.0 FINANCIAL INFORMATION

4.1 Building Design

Ground Floor



First Floor



4.2 Capital Cost Plan

A capital cost estimate for the project has been drawn up based on the Collective Architecture drawings by Armour Construction. These are based on 4th quarter 2021 prices for materials and reflective of current market conditions for similar contracts shown in the table below.

Activity	Cost
Demolition	89,760
New build	1,981,208.91
External Works	363,541.41
Preliminaries (15%)	Included in works costs
Contingencies (10%)	Included in works costs
VAT on building costs = 20% of 40% of works costs	194,760.83
Professional fees, survey and statutory fees	371,000
VAT on fees	74,200
Clerk of Works 1% of works costs	24,345.10
VAT on CoW	4,869
Project Management 1% of works costs	24,345.10
VAT on Project Management	4,869
Allowance for Inflation	109,992.94
Furniture	50,000
Project Total Cost	3,292,892

Anticipated Capital Funding for Possilpark Community Centre

Funding Body	Amount
Scottish Government Regeneration Capital Grant	£1,500,000
National Lottery Communities Fund	£450,000
Lottery Community Grants	£50,000
Clothworkers Foundation	£50,000
Sir Hugh Fraser Foundation	£30,000
Garfield Weston Foundation	£70,000
The Robertson Trust	£75,000
Trusthouse Community Centers & Village Halls	£50,000
Henry Smith Charity	£50,000
The Tudor Trust	£50,000
Western Recreation Trust	£20,000
EB Scotland SLCF	£50,000
The SUEZ Communities Trust SLCF	£50,000
Levenseat Trust SLCF	£50,000

Landtrust	£40,000
Post Code Dream Fund	£90,000
Bank of Scotland Foundation	£100,000
GCC return of monies for site purchase	£110,000
GHA	£40,000
NG Homes	£40,000
Scottish Power	£25,000
Corra Foundation	£40,000
Additional RCGF request	£275,000
Total Potential Project Funding	£3,305,000 (£12,108 surplus)

4.3 Funding Availability/Currently Closed Funds

The above table shows a best case scenario with all additional funders alongside RCGF agreeing to fund the new Centre. Unfortunately the Trust were unable to submit a funding bid to the Lottery Growing Community Assets, Capital Grant scheme which has now closed, when/if it re opens it is likely to have a capital limit of possibly around £450,000, but this funding would not be available until April 2021. The Trust currently has the huge advantage of being in receipt of £1.5m, which should act as a lever to introduce additional match funding. A few other funders are available but they are likely to be necessary to make up the shortfall when applications from the list above are not approved.

4.4 Revenue Cost Plan

A five year revenue plan has been estimated for this project as shown overleaf. The revenue plan is based on the current and equivalent costs associated with managing a community facility of this scale with occupancy set at 60% for the entire period. The Centre Co-ordinator salary reflects the duties and responsibility of the post and the level of experience and qualification PPT require to manage the project and Centre effectively. The salary scale is in line with those from other Centres. Ongoing revenue costs to salary and across the revenue plan assume a 3% increase p.a. over the 5 years.

Revenue costs for the facility are based on standard cost per square metre relative to the scale of the building and specifications. Energy costs were determined based on the scale of the building and energy needs reflecting expected uses and occupancy levels. The building will be designed with particular attention to achieving highest standards of energy efficiency and carbon reduction within the fabric and servicing of the building to achieve target SBEM calculations on carbon reduction. This will be achieved by inclusion of energy efficiency measures such as super insulation and by maximising solar gain through use of roof lights and external windows which will reduce ongoing costs.

Marketing will be a vital part of the Centre Co-ordinator's role and although there is significant strategic and direct service providers support for the new facility it is anticipated that Marketing will be important to promote the availability of space within the building for new lets and to support user groups with uptake of services and opportunities. SVHA role in marketing will complement the work of user groups, service providers and agencies to promote new services and activities.

Increase		3%	3%	3%	3%
Revenue Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Staffing Costs					
Centre Co-ordinator £25,000/year	25,000	25,750	26,523	27,318	28,138
Cleaner (part time) £9.30/hour/16 hours	7,737	7,969	8,208	8,454	8,708
Caretaker (part time) £9.30/hour/16 hours	7,737	7,969	8,208	8,454	8,708
Staff costs including Pension / NI	6,071	6,253	6,441	6,634	6,833
Staffing Subtotal	46,545	47,941	49,380	50,861	52,387
Administration Costs					
Telephone, internet and alarm	1,440	1,483	1,528	1,574	1,621
Stationery, printing and postage	500	515	530	546	563
IT Equipment Maintenance	500	515	530	546	563
Payroll fees	120	124	127	131	135
Accountant / Auditor Fees	1,000	1,030	1,061	1,093	1,126
Administration Subtotal	3,560	3,667	3,777	3,890	4,007
Premises Costs					
Insurance	2,000	2,060	2,122	2,185	2,251
Heating and Lighting	12,000	12,360	12,731	13,113	13,506
Rates and Water Rates?	3,000	3,090	3,183	3,278	3,377
Refuse Disposal	600	618	637	656	675
Annual Equipment Maintenance	1,000	1,030	1,061	1,093	1,126
Sanitary Disposal	800	824	849	874	900
Cleaning Supplies	1,500	1,545	1,591	1,639	1,688
Miscellaneous	2,500	2,575	2,652	2,732	2,814
Repairs, maintenance and replacement	4,000	4,120	4,244	4,371	4,502
Premises Subtotal	27,400	28,222	29,069	29,941	30,839
Marketing Costs					
Marketing/Newsletter / Events	1,000	1,030	1,061	1,093	1,126
Marketing Subtotal	1,000	1,030	1,061	1,093	1,126
Total Predicted Expenditure	78,505	80,860	83,286	85,785	88,358
Revenue Funding	Year 1	Year 2	Year 3	Year 4	Year 5
Hall Lets 60% occupancy	58,080	59,822	61,617	63,466	65,370
External Grant	24,000	24,000	25,000	26,000	27,000
Anchor Lets Offices	17,532	18,058	18,599	19,157	19,732
Function Hire	4,000	4,120	4,244	4,371	4,502
Cafe Income	0	0	0	0	0
Project Grant Funding	0	0	0	0	0
Total Revenue Funding	79,612	106,000	109,460	112,994	116,604
Surplus/Deficit	25,107	25,140	26,174	27,209	28,246

Possilpark People's Trust approach will be to originate, initiate and manage innovative projects to be based in the Centre. In the first two years marketing will include Community Open Days where groups and service providers will have the opportunity to promote activities by offering taster workshops and pilot programmes. PPT will facilitate joint projects between existing and potential user groups to add to the range of services and opportunities available. PPT will market the facility and space as an affordable venue for party's, functions and community gatherings; offering 'party packages' to maximise uptake of space for such activities and to generate income.

4.5 Assumptions

The assumptions used within the revenue cost plan include the following:

Charging Policy for Lets of Space:

The following table outlines the charging policy for the let of space within the new community facility for the first year of operation following completion:

POSSILPARK PEOPLE'S TRUST - UTILISATION AND INCOME GENERATION FORECASTS									
Based on 11-hour day, across 8 locations, 5 days per week, available 1 hour lets =					385				
	Hall 1	Hall 2	M P Room	YPF-Office 1(16sqm)	Link Up-Office 2(6sqm)	Office 3(16sqm)	Dash Club-Office 4(11sqm)		
Hourly rate	£15.00	£15.00	£10.00	£2.00	£0.75	£2.00	£1.38		
Potential slots weekly	55	55	55	55	55	55	55	=	385
Let slots used weekly	25	0	43	55	55	0	55	=	233
Potential Weekly Income	£375	£0	£430	£110	£41	£0	£76	=	£1,032
Maximum Weekly Income	£825	£825	£550	£110	£41	£110	£76	=	£2,537
Potential Annual Income	£16,500	£0	£18,920	£5,720	£2,145	£0	£3,947	=	£47,232
(number of weeks in the year)	44	44	44	52	52	52	52		
Maximum Annual Income	£36,300	£36,300	£24,200	£5,720	£2,145	£5,720	£3,947	=	£114,332
(number of weeks in the year)	44	44	44	52	52	52	52		
Note: Calculations assume 44 week realistic working year taking into account holidays. Maximum figures, above, will not be achieved. Realistic targets are as follows									
Maximum Weekly Income	Offices at 100%	£337	Halls at percentage of		60%	£1,320	Total	=	£1,657
Maximum Annual Income	Offices at 100%	£17,532	Halls at percentage of		60%	£58,080	Total	=	£75,612

Possilpark People's Trust were conscious of the need to maintain the affordability of fees evident by community and voluntary group charges for space starting at only £10.00 per hour. Over the following five years after opening, the lets for hall space will increase further. Consultation has demonstrated that these small increases will not affect usage of the facility and they are in line with the new accommodation being provided which is of far higher quality than existing or previous accommodation for these groups in Possilpark.

Possilpark People's Trust is also conscious that groups serve a population where incomes are low and poverty is considerable, hence introducing the small increases gradually over time. The increases should also coincide with the wider regeneration of the area. Finally, the fees have been designed to create a small surplus, which is essential to create reserves for the organisation which can meet unforeseen costs which may be incurred, even in a new and improved building. This will also allow discretionary fee reductions or fee waivers for community groups which provide an essential service and are unable to afford lets at certain times.

Income derived through lets is divided into the following categories as highlighted in the table above:

- Anchor tenants: YPF is a key anchor within the Centre and will occupy several community spaces on a regular basis to deliver regular youth and community development programmes. The rental income is based on an annual charge for permanent longstanding let of space which is discounted on the standard hourly rate in light of the YPF presence as an anchor in the facility.
- Hall lets: This is reflective of the demands for space evident by community and stakeholder consultation and the new facility being better able to accommodate a variety of uses simultaneously which was not always possible previously. This relates to organisations that will provide services from the new facility and will pay an hourly rental for space. Consultation identified a wide spectrum of existing and new potential partners across the community, voluntary and public sector who indicated support for the facility and demand for space on a regular or ad hoc basis. The business plan recognises the need for the centre to become established over time and as such a conservative rate of occupancy is estimated at the opening of the facility.
- Function income: this income projection is based on existing function hire and the improved provision enabling growth of this income stream estimated at approximately 20 function hire lets in year 1. Income from commercial lets i.e. conferences, is an area of operation to be developed by Possilpark People's Trust and although the Centre will not aim to be a conference venue, marketing will promote this use of the facility.

5.0 STRATEGIES AND POLICIES

5.1 Centre Policy Handbook

5.1.1 Centre Management Handbook

Possilpark People's Trust will prepare Centre Users Handbook which covers the duties and responsibilities of all User Groups. Booking Procedures will be established including Booking Form (to confirm details of group, contacts, membership, purpose of let, times and regularity of let). The policies will outline the condition of lets with lease agreements in place for long term lets (repeat lets of over 10 weeks) which outlines both tenant and landlord responsibilities. The terms will outline the responsible User Conduct required by let holders to ensure users respect others using the Centre, staff and property, to abide by agreed procedures regarding opening and closing and cleaning of facilities. Users must ensure they have the appropriate insurance and any required disclosures where relevant. The Handbook will outline all duties required by let holders to ensure adequate housekeeping, appropriate behaviour, safety and security of the Centre and its users. The Handbook in summary will cover:

- Opening and Closure Procedures:
- Cleaning Procedures
- Cleaning Procedure Checklist to be completed for every let
- Handover Procedure to be completed after every let to identify any issues to address
- Computer Use Policy to outline all unacceptable behaviour
- Health and Safety Guidelines for User Groups and Fire Safety

This handbook will outline that it will be the duty of the User Group and not PPT to assess the number of responsible persons required to safely evacuate the building in the case of fire. Each group should undertake a suitable and sufficient Risk Assessment to determine the appropriate number of responsible persons required and ensure all group members are informed of the fire evacuation procedure.

- Health and Safety Guidelines for Safe Use of Premises and Equipment (Kitchen Safety, Electrical Equipment and Cleaning Materials)
- Accident and Incident Report Forms

PPT will prepare both a Fire Risk Assessment and General Risk Assessment. The handbook will be adapted to become a Centre Management Handbook and will outline duties and responsibilities of PPT (management, repair and maintenance of Centre, key holding, housekeeping, caretaker rota, bookings, marketing, property, finance, community engagement).

The Handbook will also outline Health and Safety duties of PPT and public and employers liability obligations to safeguard public and organisational interests. The Centre Management Handbook will be devised and agreed by PPT working collaboratively and will cover all relevant policies

required: Equal Opportunities, Health and Safety, Lets and Allocations (full terms and conditions), Marketing, Training and Development.

5.1.2 Equal Opportunities Policy

Possilpark People's Trust adhere to a strict regard to equal opportunities across all areas of operation from voluntary management and all associated services. This means that there will be no discrimination on the grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language, social origin or family circumstances, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions.

This also means that PPT will actively promote its services with the aim of ensuring that no person or group of people is excluded from receiving information about the services of PPT. Applicants will be asked, but not obliged, to provide details of their gender, disability and ethnic origin in order that this part of the policy can be monitored.

5.2 Approach to Community

5.2.1 Community Participation Strategy

Possilpark People's Trust, as a locally based charitable body and community anchor has an overarching aim to put local people at the centre of what they do and recognise that to do this it is vital to have a full understanding of the needs of the community and to build good relationships with the people it serves. PPT need to know what experience people have of services and what their expectations are and regularly survey residents on services provided to obtain feedback and where appropriate make service changes. PPT will build the capacity for residents to scrutinise services with the aim of ensuring that the right level of service are provided on a consistent basis.

5.2.1 Enabling Active Participation

PPT use the following methods to ensure effective participation.

1 Trust Membership

All Possilpark residents are encouraged to apply for membership of PPT and to attend the Annual General Meeting and other general meetings. PPT will endeavour to ensure that individuals who have taken out membership fully understand the rights and responsibilities which attach to membership.

2 Committee Memberships

All interested residents who are members will be strongly encouraged to stand for election to the Trust's Board, to contribute to the Trust's management and ensure PPT is well run. To those members who stand for election, training will be offered to develop the necessary skills to carry this out. The Trust aims to encourage residents to participate at various levels throughout its activities.

3. Participation in Focus Groups

PPT will run a number of focus groups as and when required to discuss and scrutinise various aspects of its service. This will allow the opportunity for people to put forward ideas, promote change and challenge current working practices.

4. Inclusion

PPT is committed to an inclusive service and to respond to the needs of the most marginalised in society. PPT will endeavour to understand the needs of community and service users in order to provide a responsive and effective service and to personalise services to respond to the needs of the individual and specific groups.

5. Informing

PPT is committed to informing the community with regard to services provided and to inform, them of other services provided by PPT and partners to benefit their household and quality of life. Residents will be given information on request and in various formats, including leaflet format as well as on line (website, facebook and twitter). Relevant training will be provided to all staff to enable them to fully comply with these requirements. PPT will hold public meetings on an annual basis. The purpose of the meetings may range from obtaining feedback about strategic issues affecting PPT, to giving out information.

6. Service Reviews

PPT aim is to put the people who use services at the centre of what the Trust does and service reviews will be crucial to achieve this based on a commitment of dialogue through public meetings, focus group meetings, 1:1 interviews, customer satisfaction surveys and liaison with residents and community groups.

7. Community/Group Involvement

PPT will provide information to the community on services available from the Centre and events which will be open to all. PPT will promote opportunities for people to become more involved in Centre activities including volunteering and participating in PPT committees and sub groups and to provide feedback on Centre progress and services and ideas for new initiatives.

5.3 Funding Strategy

PPT has worked to devise a capital and revenue funding strategy that is highlighted in this document. This will continue going forward relating both to the physical fabric of the Centre, externals and activities and services provided. PPT will have a key role in liaising with user groups, service users and the wider community to identify any gaps in service provision locally. Partners within the Centre will explore options for joint working, to create links with other organisations as required and to devise innovative and grassroots led proposals and to procure external funds to introduce new projects and services.

A key role for PPT will be to encourage shared responsibility between PPT and user groups to identify ways of savings (reducing energy bills, in kind caretaker and cleaning duties, responsible use of building to reduce repair bills). This can reduce the amount of external funds needed for management and upkeep of the building which as much as money its self is crucial to the ongoing sustainability of the Centre.

6.0 TIMELINE

2020

March	<ul style="list-style-type: none"> Massing Proposals Massing Sign Off/Plans/Elevations Issue drawings to Design Team
April	<ul style="list-style-type: none"> Drawing updates/design development Issue Cost Plan Issue draft strategic plan Cost plan draft for queries
May	<ul style="list-style-type: none"> Cost Plan finalised and issued Strategic Plan Completed Funding applications submitted Submit Planning Application
June/July August	<ul style="list-style-type: none"> Submit funding applications/deal with queries
September	<ul style="list-style-type: none"> Submit Stage 1 Building Warrant
October	<ul style="list-style-type: none"> Submit Stage 2 Building Warrant
November	<ul style="list-style-type: none"> Prepare Billing Information
December	<ul style="list-style-type: none"> Billing for Contract documentation complete

2021

January	<ul style="list-style-type: none"> Tenders out
February	<ul style="list-style-type: none"> Preferred contractor appointed
March	<ul style="list-style-type: none"> Confirm finance in place and draw down Pre Site start Meeting
April	<ul style="list-style-type: none"> Site Start
May/Dec	<ul style="list-style-type: none"> Site Meetings Submit funding for furniture and fittings etc

2022

Jan/March	<ul style="list-style-type: none"> Site Meetings Establish Staff/Centre Policies and procedures Appoint Staff
April	<ul style="list-style-type: none"> Centre Completion
May	<ul style="list-style-type: none"> Building in use Centre Management Group set up
June	<ul style="list-style-type: none"> Official opening and launch of Possilpark Community Centre

APPENDIX

		YPF-Office			Link Up-Office	Office	Dash Club-Office			
		Hall 1	Hall 2	MP Room	1(16sqm)	2(6sqm)	3(16sqm)	4(11sqm)	Total	
Mon	09:00-10:00			Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
	10:00-11:00	The Rockers		Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
	11:00-12:00	The Rockers		Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
	12:00-13:00	The Rockers			Young Peoples Futures Office	Link Up Office		DASH Office		
	13:00-14:00				Young Peoples Futures Office	Link Up Office		DASH Office		
	14:00-15:00	Link Up Inner Circle Men's Group	NHS GG&C COPD		Young Peoples Futures Office	Link Up Office		DASH Office		
	15:00-16:00	Link Up Inner Circle Men's Group	NHS GG&C COPD		Young Peoples Futures Office	Link Up Office		DASH Office		
	16:00-17:00				Young Peoples Futures Office	Link Up Office		DASH Office		
	17:00-18:00	Young Peoples Futures Circuit			Young Peoples Futures Office	Link Up Office		DASH Office		
	18:00-19:00				Young Peoples Futures Office	Link Up Office		DASH Office		
	19:00-20:00				Young Peoples Futures Office	Link Up Office		DASH Office		
			6	0	5	11	11	0	11	44
	Tue	09:00-10:00				Young Peoples Futures Office	Link Up Office		DASH Office	
10:00-11:00				AA Self Help	Young Peoples Futures Office	Link Up Office		DASH Office		
11:00-12:00				AA Self Help	Young Peoples Futures Office	Link Up Office		DASH Office		
12:00-13:00		Link Up Table Tennis		AA Self Help	Young Peoples Futures Office	Link Up Office		DASH Office		
13:00-14:00		Link Up Table Tennis		Line Dancing	Young Peoples Futures Office	Link Up Office		DASH Office		
14:00-15:00				Line Dancing	Young Peoples Futures Office	Link Up Office		DASH Office		
15:00-16:00					Young Peoples Futures Office	Link Up Office		DASH Office		
16:00-17:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
17:00-18:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
18:00-19:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
19:00-20:00					Young Peoples Futures Office	Link Up Office		DASH Office		
			5	0	8	11	11	0	11	46
Wed		09:00-10:00				Young Peoples Futures Office	Link Up Office		DASH Office	
	10:00-11:00				Young Peoples Futures Office	Link Up Office		DASH Office		
	11:00-12:00			Link Up Chancers	Young Peoples Futures Office	Link Up Office		DASH Office		
	12:00-13:00			Link Up Chancers	Young Peoples Futures Office	Link Up Office		DASH Office		
	13:00-14:00			Link Up Chancers	Young Peoples Futures Office	Link Up Office		DASH Office		
	14:00-15:00			Link Up Chancers	Young Peoples Futures Office	Link Up Office		DASH Office		
	15:00-16:00			DASH Club (Term Time)	Young Peoples Futures Office	Link Up Office		DASH Office		
	16:00-17:00			DASH Club (Term Time)	Young Peoples Futures Office	Link Up Office		DASH Office		
	17:00-18:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club / JLG Jive Club	Young Peoples Futures Office	Link Up Office		DASH Office		
	18:00-19:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club / JLG Jive Club	Young Peoples Futures Office	Link Up Office		DASH Office		
	19:00-20:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club / JLG Jive Club	Young Peoples Futures Office	Link Up Office		DASH Office		
			3	0	9	11	11	0	11	45
	Thu	09:00-10:00			Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office	
10:00-11:00				Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
11:00-12:00				Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
12:00-13:00				Link Up Inner Circle Men's Group	Young Peoples Futures Office	Link Up Office		DASH Office		
13:00-14:00				Link Up Inner Circle Men's Group	Young Peoples Futures Office	Link Up Office		DASH Office		
14:00-15:00				Link Up Inner Circle Men's Group	Young Peoples Futures Office	Link Up Office		DASH Office		
15:00-16:00		Mini Kickers		Link Up Inner Circle Men's Group	Young Peoples Futures Office	Link Up Office		DASH Office		
16:00-17:00		Mini Kickers		YPF Homework Group	Young Peoples Futures Office	Link Up Office		DASH Office		
17:00-18:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
18:00-19:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
19:00-20:00		Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
			5	0	11	11	11	0	11	49
Fri		09:00-10:00			Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office	
	10:00-11:00			Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
	11:00-12:00			Link Up Toddler Group (Little Rascals)	Young Peoples Futures Office	Link Up Office		DASH Office		
	12:00-13:00	Link Up Carpet Bowls		Friday Friends	Young Peoples Futures Office	Link Up Office		DASH Office		
	13:00-14:00	Link Up Carpet Bowls		Friday Friends	Young Peoples Futures Office	Link Up Office		DASH Office		
	14:00-15:00			Friday Friends	Young Peoples Futures Office	Link Up Office		DASH Office		
	15:00-16:00				Young Peoples Futures Office	Link Up Office		DASH Office		
	16:00-17:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
	17:00-18:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
	18:00-19:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
	19:00-20:00	Young Peoples Futures Youth Club		Young Peoples Futures Youth Club	Young Peoples Futures Office	Link Up Office		DASH Office		
			6	0	10	11	11	0	11	49
	Total		25	0	43	55	55	0	55	233
Potential let spaces		55	55	55	55	55	55	55	385	
Percentage		45%	0%	78%	100%	100%	0%	100%	61%	