



Barmulloch Community Hall

Business Plan

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Community Development Company (BCDC)**



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1.0 BARMULLOCH AND PROJECT BACKGROUND

1.1 BARMULLOCH Barmulloch is at the northern edge of Glasgow and is a post-war overspill housing estate that was built in the 1950s on land that was formerly farmland. The neighbourhood is well defined by Robroyston Park and the Robroyston private housing estate to the north and north east, the M80 motorway, railway land and the Red Road flats complex to the south, open space along the former railway line in the Broomfield Road area to the west, and Wallacewell Road which separates it from East Balornock to the north. Figure 1 shows the neighbourhood within these boundaries. Section 4 of this Business Plan provides more detail on the socio-economic context of the area, however some key statistics from the Barmulloch Community Futures Community Action Plan (2009-2012) are useful to summarise here to give a background to the area and the main issues experienced by its residents.

- Population of 6,773;
- High percentage of children aged under 15 compared to Glasgow and Scotland;
- Higher percentage of people of pensionable age than Glasgow and Scotland;
- Lower proportion of people of working age than Glasgow and Scotland;
- 1,750 households;
- 60% of households in social rented accommodation and 34% owner occupied;
- Twice the city average and three times the national average of lone parent households with dependent children;
- High levels of long term ill health (29%) compared to Glasgow (26%) and Scotland (20%);
- Higher percentage of residents caring for family members than the city or nationally;
- Low levels of part time and full time employment and self employment;
- Lower percentage of people with qualifications in education and training than for Glasgow or Scotland.

1.2 BARMULLOCH TENANTS HALL: HISTORICAL CONTEXT In order to provide a focus for the local community, the first residents of the new Barmulloch estate formed the Barmulloch Tenants and Residents Association (BTRA). The most significant achievement of the organisation at this time was the creation of a community facility, Barmulloch Tenants Hall. The building was a pre-fabricated shell and was erected by members of the local community, something that local residents are very proud of to this day. The Tenants Hall provided space for a diverse range of community activities from the 1950s until 2010 when its decaying fabric meant that it could no longer be used to accommodate these activities. The layout and space available was also no longer fit for purpose. Figure 2 shows the Hall and its location within the Barmulloch neighbourhood. Since 2006, BTRA in conjunction with the wider local community has worked towards the replacement of this building with a new and fit for purpose facility on the same site. Part of this process involved the Association changing its legal status to a company limited by guarantee with charitable status, entitled Barmulloch Community Development Company (BCDC). When it was determined that the Tenants Hall could no longer be used for community activities and services, BCDC sought alternative accommodation within the local area as a temporary base while the new Hall was being developed. Accommodation was provided by the Church of Scotland and BCDC now operates from their former Church Hall a short distance away from the Tenants Hall where they have an annual rental agreement. The Tenants Hall is currently occupied by a local boxing club which secures the premises and prevents BCDC from incurring an onerous insurance bill for empty premises.

1.3 PROJECT AIMS AND OBJECTIVES

In order to guide the development of the project, BCDC has put together an overall project aim and a series of working objectives as follows:

1.3.1 AIM

The overall aim of the project is to create a flexible community-based Hall that will help to improve the social and economic profile of the Barmulloch community.

1.3.2 OBJECTIVES

The project will achieve the following goals:

- To increase the number of local people taking part in BCDC-led community and self development programmes, assisting organisations to expand and enrol new members and designing and developing new programmes/activities to address gaps in social and economic service delivery;
- To promote a range of training and development programmes aimed at inspiring residents to seek further education qualifications so that they may become economically active;
- To develop health and welfare improvements, setting targets for reducing obesity, smoking and alcohol/substance abuse, improving childcare and services to at risk families and developing IT awareness and skills across all age ranges.
- To encourage a spirit of enterprise amongst residents and promote greater self reliance through community enterprise or self-employment which will be achieved through development of social enterprise and local employment and training opportunities by BCDC;

1.4 PROJECT DESCRIPTION

Barmulloch Community Development Company (BCDC) is a community based charity set up to enable the regeneration of Barmulloch which is one of the most socially and economically disadvantaged neighbourhoods in Scotland. Deprivation has now affected generations of Barmulloch residents since decline of traditional industries 40 years ago and these negative conditions have been compounded for residents by ongoing decline of facilities and services which together with lack of investment in social and economic infrastructure, has stifled regeneration.

The goal for BCDC is to develop a new flexible multi-functional community facility which will act as a hub for activities and services to improve local conditions, particularly for those most affected by disadvantage.

The preferred site has been identified for the community facility on the site of the existing small 1954 prefabricated Tenants Hall at Quarrywood Road which is no longer fit for purpose. Planning consent has been approved (2012) for demolition and rebuild, GC has agreed to transfer land to BCDC ownership and funding from a range of other agencies and trusts is planned to be secured by autumn 2013. The brief for the new facility, is based on the evidence of needs and demands identified through business planning and will consist of: one main hall (which can be used for community events and functions), two lesser halls (one of which will include a flexi-learning suite and provide the main meeting room whilst the other will provide activity space such as soft play),

community recording studio, kitchen and toilets including accessible wc, baby change space, reception area, 2 smaller offices, one for BCDC admin and one for an anchor tenant.

BCDC appointed Community Links Scotland (CLS) to prepare a 5 year Business Plan and Collective Architecture as the Design Team to prepare a Feasibility Study to develop the new community facility. CLS carried out extensive consultation with the community and stakeholders to identify local needs, priorities and preferences and to confirm gaps in provision of services, resources and facilities to assist regeneration of Barmulloch. This has included securing commitment from a range of groups (including existing user groups) and agencies to use the facility, as well as an anchor tenant, New Rhythms for North Glasgow, a voluntary group which will be provided with let of dedicated office space and recording studio which will be available for community and youth groups when not in use by the organisation.

The building is designed to highest standards to be welcoming, inviting, capable of attracting the social functions on a regular basis that will sustain the facility on an ongoing basis and provide fit for purpose accommodation to groups, organisations and a base for the developing social enterprise activities. Affordability is a crucial objective of BCDC to ensure access to individuals and groups with limited incomes which is a prevalent issue within the multiply deprived Barmulloch and wider G21 catchment in Glasgow. This has been achieved by Collective Architecture and BCDC who have avoided over provision of space and incorporated features such as renewable energy, super insulation and solar gain lighting via roof panels to maximise energy efficiency and reduce ongoing costs. BCDC has agreed a charging policy for hourly use of the space in the new facility offering affordable rates for lets to both commercial and for not for profit organisations. There is a considerable market to use the facility for social gatherings and a marketing approach will be in place to achieve targets in let of the hall for Adult and Childrens parties.

BCDC Business Plan is based on securing grant support from lottery and other sources to cover capital development costs and professional fees to build the new facility and to contribute towards ongoing costs. This will cover salary cost for Centre Manager, part time administrator and janitorial and other running costs. This funding is requested on a reducing percentage contribution as the Centre and its various projects becomes established and secures satisfactory income generation to be self reliant over 5 years.

The new facility will create a hub for social gathering, for existing and new user groups and a new base for public, voluntary and community organisations to deliver a wide range of services to benefit the community. In particular this will target the unmet needs of the Barmulloch population and those most affected by poverty in an area within the most deprived 10% of districts nationally.

2.0 STRATEGIC CONTEXT

This section outlines the strategic context for the development of Barmulloch Community Facility, linking the proposed provision to key national and local policy documents and outlining how the project can contribute to the achievement of outcomes contained within these policies.

2.1 NATIONAL POLICIES

2.1.1 SCOTTISH GOVERNMENT PURPOSE, STRATEGIC OBJECTIVES AND NATIONAL OUTCOMES

The Scottish Government has an overriding purpose to which all of its work and the work of its partners is geared:

'To focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.'

The Government has put together five Strategic Objectives which aim to meet the Purpose as follows:

Wealthier and Fairer – enable businesses to increase their wealth and more people to share fairly in that wealth;

Safer and Stronger – help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life;

Healthier – help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care;

Smarter – expand opportunities for Scots to succeed from nurture through to lifelong learning ensuring higher and more widely shared achievements;

Greener – improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

The development of Barmulloch community facility and the resulting activities and services to be delivered therein can contribute to the achievement of all five Strategic Objectives. Under the Wealthier and Fairer objective, the project will create opportunities for residents within their own community, in terms of training and employment in addition to accessing services such as the credit union. The project will contribute to the Safer and Stronger objective by creating space for social interaction amongst different groups within the community and by providing services aimed at improving quality of life and helping the local community to flourish. In terms of the Healthier objective, a new Hall will house sporting facilities which will allow for low cost exercise for local residents and some of the services on offer will promote healthier lifestyles. Proposed training services delivered by North Glasgow College will contribute towards the Smarter objective whilst removal of a local eyesore and replacement with a well-designed new building in addition to the creation of an environmental social enterprise to run from the building will contribute to the Greener objective.

The Government has developed 15 specific National Outcomes under these Strategic Objectives. Figure 3 shows how the development of a new Tenants Hall for Barmulloch would contribute to a number of these outcomes.

'Our children have the best start in life and are ready to succeed': provision of fun-based physical and learning activities for Barmulloch's young people, encouraging the achievement of personal goals will contribute towards this outcome. The project will improve the life chances of children and young people at risk of continuing social and economic deprivation within Barmulloch.

'Our young people are successful learners, confident individuals, effective contributors and responsible citizens': a number of proposed services and activities which will run from the new Hall will focus on educating young people in better citizenship, provision of positive role models and encouraging healthy lifestyle choices. This will be enhanced by the social enterprise project which will provide employment and training opportunities for young people.

'We live our lives safe from crime, disorder and danger': activities will be offered from the new Hall which include diversionary activities for young people which discourage drug and alcohol abuse and criminal and anti-social behaviour, making use of partnership working with organisations such as Operation Reclaim and Glasgow North East Boxing and Fitness Club.

'We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others': following on from the previous outcome, services and activities will aim to reduce the impact within the local community of anti-social behaviour, particularly amongst young people.

'We realise our full economic potential with more and better employment opportunities for our people': services will include training and education provided in partnership with North Glasgow College and the social enterprise project to run from the Hall will create employment and training opportunities for a number of local residents on an ongoing basis.

2.1.2 GOVERNMENT ECONOMIC STRATEGY

The Economic Strategy sets out how the Scottish Government will work with businesses and individuals to achieve the Purpose shown above. Five Strategic Priorities have been set out to achieve the aim of economic growth and a strong, successful Scotland:

- Learning, Skills and Wellbeing
- Supportive Business Environment
- Infrastructure Development and Place
- Effective Government
- Equity

By providing quality facilities that are available to the local community, a new community facility can contribute to one of the Strategic Priorities, and their related key approaches.

The Learning, Skills and Wellbeing Priority can be met by the provision of training and adult education courses in addition to the proposed social enterprise project in environmental activities.

2.1.3 SCOTTISH GOVERNMENT REGENERATION STRATEGY: ACHIEVING A SUSTAINABLE FUTURE

This strategy was launched in December 2011 and is the Scottish Government's 'vision of a Scotland where our most disadvantaged communities are supported and where all places are sustainable and promote well-being'. The Strategy follows on from other documents, primarily the Government Economic Strategy.

The Strategy acknowledges that many regeneration efforts in the past have concentrated on depressed and marginalised areas, however new investment should redress the balance by also focussing investment on stronger areas too in order to create sustainable economic growth.

The Strategy states that funding should be targeted not only on tackling deprivation and reversing decline but also on ensuring that communities are resilient. This is particularly relevant to Barmulloch where local services have been withdrawn over a number of years leading to decline and lack of opportunities for the local community. However, the resilience of the local community has resulted in the successful operation of BTRA since 1955 and the formation of BCDC in 2006. This resilience can be further enhanced by the creation of a new, purpose built facility which will become the focus for community regeneration and will enable the community to tackle deprivation and halt decline in the area. Retaining and improving quality of life for all will avoid further potential decline.

The Strategy emphasises community-led regeneration with the 'Focusing our Interventions' section recognising that 'local partners and communities themselves are best placed to identify local assets and needs'. Communities should have more responsibility for determining their own needs and acting upon these, taking responsibility for the delivery of regeneration projects. This is very true in Barmulloch where the withdrawal of services by the public sector and the centralisation of other provision such as housing management have left the neighbourhood in decline. The public sector is not willing or not capable of addressing this issue, particularly in the current economic climate and as such it is left to local regeneration agents such as BCDC and the wider local community to act to address local needs and demands.

The Strategy has three categories of outcomes the Scottish Government wants to achieve: economically, physically and socially sustainable communities. A new facility for Barmulloch has potential to contribute to all three categories. In terms of economically sustainable communities, the outcomes which will be achieved by the project are as follows:

- A well trained workforce whose skills meet economic needs;
- People have access to the learning and development opportunities that they need and the right support is in place to help people to work;
- Sustainable employment and reducing welfare dependency.

Planned services within the building will have a focus on employment and training in response to local identified needs and demands. This will include the formation of two new social enterprise companies, one of which will focus on an environmental employability scheme and ongoing adult education and IT classes provided by a local further education college.

In terms of physically sustainable communities, the new Barmulloch community facility will contribute to the achievement of the following outcomes:

- Well planned neighbourhoods and local areas, with accessible facilities and amenities;
- Communities have a positive appearance and are places where people want to live, work and invest;

- Quality design and upkeep of buildings and spaces;
- Address vacant and derelict land and property and preserve heritage/built environment for productive use.

Replacement of a 1950s prefabricated structure which can only be described as a local eyesore with a new, modern facility which makes best use of the site will significantly improve the physical built environment. This will improve the appearance of this part of Barmulloch and will allow sufficient space for a landscaping employability project to emerge, which will deliver further environmental improvements to communal areas in Barmulloch and the neighbouring communities of Robroyston and Balornock.

In terms of socially sustainable communities, the new community facility will contribute to achievement of the following outcomes:

- Delivery is focussed on the needs of people;
- Communities are involved in designing and delivering the services that affect them;
- People have a positive identity and future aspirations;
- People are empowered to improve their area and maximise local assets;
- People have access to effective local services and facilities, including health, education and early years support;
- Communities are fair and inclusive, where all have a voice and can participate.

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 new 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.

2.1.4 COMMUNITY LEARNING AND DEVELOPMENT STRATEGY

Community Learning and Development (CLD) is seen as a key tool in delivering the Scottish Government's commitment to social justice. This Strategy establishes that CLD capacity should be targeted towards activities aimed at closing the opportunity gap, achieving social justice and encouraging community regeneration. The Strategy outlines three priorities for Community Learning and Development which are Achievement through learning for adults, Achievement through learning for young people and Achievement through building community capacity. The development of a new community facility for Barmulloch can contribute to all three priorities, the community capacity building priority through both the planning and building of the facility and the services and activities to be run thereafter and the other two priorities through service delivery focused on training, adult education and the environmental social enterprise project.

2.1.5 ALL OUR FUTURES: PLANNING FOR SCOTLAND WITH AN AGEING POPULATION

It is important to consider this strategy which aims to ensure that the needs of an ageing population within Scotland are met, as Barmulloch has a higher proportion of residents of pensionable age than the Glasgow and Scotland figures. This Strategy has three basic premises to achieve this aim:

- Older people are contributors to life in Scotland;
- There are barriers which need to be broken down between generations;
- Services should be in place to ensure that people can live life to the full as they grow older.

BCDC has worked with the wider community and the project design team to ensure that the new facility is multi-purpose and capable of meeting the needs of different sections of the community at the same time. This inter-generational aim will allow for older residents to interact with younger residents and will provide opportunities for age-specific services and activities to run simultaneously, something that the previous Hall could not accommodate due to lack of individual spaces.

2.2 LOCAL POLICIES

2.2.1 GLASGOW CITY COUNCIL: CITY PLAN 2 (2007)

The vision of the City Plan 2 is to create successful, sustainable places with improved quality of life for those living, investing, working in and visiting the City. This vision, to be achieved through continued partnership working between the public, private and voluntary sectors, is underpinned by three Guiding Principles, to which a new community facility could contribute:

Promoting Social Renewal and Equality of Opportunity: The Plan aims to create locations for jobs and services which are easily accessible by public transport, ensure the built environment is accessible for all residents and improve the image of the City, thereby helping attract inward investment. The project can contribute to this by improving the appearance of the built environment in Barmulloch and through attracting inward investment through the proposed social enterprise project.

Delivering Sustainable Development: The Plan aims to promote social renewal and fairness, encourage sustainable economic development, and protect and enhance the physical and natural environment. This project can contribute to delivering sustainable development by helping regenerate the local area, providing additional opportunities to local residents and creating a more environmentally sustainable building.

Improving the Health of the City and its Residents: The Plan promotes the provision of accessible health services, and cultural, recreation and sporting facilities to enable more active lifestyles. The new Hall supports the City Plan's aims of developing recreation facilities within accessible locations and contributes to improving the health of residents within Barmulloch.

2.2.2 GLASGOW CITY COUNCIL PLAN 2008-2013

The development of a new community facility can support Glasgow City Council in achieving four of the key objectives outlined in their Council Plan:

- Increasing access to lifelong learning;
- Making Glasgow a cleaner, safer city;
- Building a prosperous city;
- Improving health and wellbeing.

The Council Plan also reaffirms Glasgow City Council's commitments to social renewal, equal opportunities, early intervention, sustainability and efficiency and effectiveness, all of which are relevant to the creation of a new facility and the proposed programme of services and activities to run from the facility on an ongoing basis.

2.2.3 OUR VISION FOR GLASGOW: COMMUNITY PLAN 2005-2010

The current Community Plan for Glasgow expired in 2010. According to the Community Planning website for the City, a refreshed Community Plan was to be published in 2011, however no document has been produced to date. It can therefore be assumed that the 2005-2010 Plan priorities are still relevant. The vision of the Glasgow Community Planning Partnership is of an inclusive Glasgow where everyone has a right to be equal and is free to be different, and all citizens and visitors have the opportunity to participate fully in the life of the City. Five key areas of action and objectives have been identified. The development of a new community facility fits with:

- A Working Glasgow - create a working Glasgow that provides quality, sustainable work opportunities for all residents of the City;
- A Learning Glasgow - ensure that children and young people have core skills, are confident and able to achieve their full potential, and promote lifelong learning and skills;
- A Healthy Glasgow - improve the health of everyone in Glasgow and narrow the health gap by improving the health of the most disadvantaged communities and groups in Glasgow;
- A Safe Glasgow - create a safe Glasgow by reducing crime and the fear of crime;
- A Vibrant Glasgow - create a transformed and vibrant Glasgow where people choose to live and where Glaswegians are fully involved in the life of the whole city;

Across each of these themes an over-riding principle of the Community Plan is to tackle inequality and ensure inclusiveness by closing the gap between disadvantaged communities of place and interest and the rest of the population. A new facility for Barmulloch will help to achieve this in the local area by providing services to tackle the deprivation faced by many residents in the area and ensuring they are not excluded from accessing a number of essential local services which will help to promote the sustainable development and ongoing viability of the local community.

Barmulloch falls within the Glasgow North East Community Planning area and BCDC has had extensive discussions about the project with the Lead Officer responsible for that area in addition to making presentations to the Area Committee and Working Sub Groups. The project has been well received by the Community Planning Partnership who consider it to contribute well to their aims and objectives for that part of the City.

2.2.4 GLASGOW'S SINGLE OUTCOME AGREEMENT (SOA)

Glasgow City Council's SOA identifies 20 priorities for action within each of the five key themes outlined in the Community Plan as shown in Table 1. Services to be delivered from the new Barmulloch Tenants Hall can contribute to all of the key themes. Under the Healthy theme, discussions have taken place with the Glasgow North East Community Health Partnership with a view to delivery of community health services locally aimed at the priorities outlined in the SOA. Under the Working and Learning themes, adult education and training courses delivered by North Glasgow College from the new community building in addition to a new social enterprise employability project to be established will help to achieve these SOA priorities. Activities and services such as youth diversionary provision will help to reduce incidences of anti-social behaviour and other criminal behaviour, helping to create a Safe local environment, in addition to alcohol reduction services delivered by the Community Health Partnership which will reduce alcohol consumption related crime. Overall, development of a new fit-for-purpose community centre will contribute to the Vibrancy theme, improving the local built environment whilst enhancing the community's ability to become involved in local activity.

Table 1: SOA key themes and priorities for action

Key Themes	Priorities for Action
Healthy	Obesity in children and adults
	Alcohol consumption and alcohol related harm
	Inequalities in health, particularly those caused by childhood poverty
	Smoking
	Drug addiction
Working	Business productivity and Gross Value Added
	Spreading the benefits of improved economic performance
	Creating an excellent economic environment
Vibrancy	Glasgow's image/ profile/identity
	Glasgow's infrastructure and environment
	Involvement (participation in cultural, sporting, volunteering activities)

Learning	Life long learning
	Adult literacies
	Skills attainment
	Graduate retention
Safe	Crime related to alcohol consumption
	Road, fire and home safety
	Anti social behaviour
	Violence
	Violence against women and children

2.2.5 GLASGOW CITY COMMUNITY HEALTH PARTNERSHIP DEVELOPMENT PLAN 2012/13

The Glasgow City Community Health Partnership was formed in November 2010 and this Development Plan sets out their targets for achievement in 2012/13. The relevant area of the Partnership which covers Barmulloch is the North East geographical area. The plan is organised around ten planning frameworks which cover all aspects of community health. Discussions have taken place with the Health Improvement Manager for the area who has confirmed that a number of community health services could be delivered from the new facility. These would contribute to the following themes and related targets within the Development Plan:

- Adult mental health;
- Alcohol and drugs;
- Older people.

2.2.6 GLASGOW NORTH REGENERATION AGENCY STRATEGIC PLAN 2008-2011: CONTRIBUTING TO THE REGENERATION OF LOCAL COMMUNITIES

The Barmulloch neighbourhood area was previously located in the area covered by the Glasgow North Regeneration Agency however from 1st April 2011, Glasgow's five local regeneration agencies joined together to become one citywide organisation, Glasgow's Regeneration Agency. However while the organisation aims to become more co-ordinated and effective, at present it still appears to be operating through the local agencies and there is no indication of any overall Strategic Plans for the new agency. The Strategic Plan for the Glasgow North Regeneration Agency will therefore still inform their work in the immediate future.

The vision of GNRA's Strategic Plan for 2008-2011 is to maximize the economic potential of North Glasgow by creating opportunities, stimulating prosperity and advancing the regeneration of local communities. GNRA have outlined four objectives to meet in order to achieve this vision. A new community facility for Barmulloch could provide services and facilities to contribute to the achievement of three of these objectives:

- *Objective 1* - Address the issue of worklessness by supporting local people to make a sustainable move back into the labour market and promote progression within employment through ongoing upskilling and workforce development activity;
- *Objective 2* - Enhance the development of a strong and diverse local economy by supporting the formation and sustainability of new businesses and encouraging existing employers to grow, develop and increase their competitiveness;
- *Objective 3* - Support the physical regeneration of the local area, improving its infrastructure and promoting the attractiveness of both the built and natural environment.

2.2.7 COMMUNITY LEARNING AND DEVELOPMENT IN GLASGOW: STRATEGIC STATEMENT AND FRAMEWORK

Following the template of the Scottish Community Learning and Development (CLD) Strategy, the Glasgow CLD Framework covers learning and development opportunities in community based adult learning, youth work and community capacity building. Through CLD, communities can be encouraged to become actively involved in improving public services and neighbourhood circumstances.

The provision of local services and activities within the new Barmulloch community facility which relate to adult education and training, delivered in partnership with North Glasgow College, will help to meet the Strategy's outcomes under the themes Adult Learning and Community Capacity Building whilst the social enterprise employability project will contribute to outcomes under the Youth Work theme.

3.0 NEEDS ANALYSIS

This section of the Business Plan will illustrate the socio-economic profile of the Barmulloch area, which is located in the north of the Glasgow City council area. While statistics have been analysed at the smallest available level, it is anticipated that the new community facility will serve a wider catchment than Barmulloch alone including the wider G21 post code area of Greater Springburn recognised as one of the most disadvantaged areas of Scotland. This will include the wider neighbourhoods of Springburn, Balornock and Robroyston. A mapping exercise was also undertaken to explore the accessibility of a variety of facilities to the Barmulloch area. This allows us to see the need in Barmulloch for the provision and retention of local facilities and services.

3.1 POPULATION DEMOGRAPHICS

Population estimates for mid 2007 are provided by the General Register Office Scotland (GROS). While more recent population data is available from GROS the mid 2007 SAPE (small area population estimates) are used here for continuity with the data used in the Scottish Index of Multiple Deprivation (SIMD) 2011. The information is available at datazone level. Datazone geography is used to present and analyse figures at small, local levels. There are 6,505 data zones in Scotland.

There are ten datazones which cover Barmulloch and district which is the catchment of the proposed community facility. This has a population of 6,773 within the Wallacetown Community Council area and as well as Barmulloch includes parts of Provanmill, Balornock and Robroyston. In addition there is potential for the facility to benefit the wider population of Robroyston Community Council area due to the lack of community facilities in the outlying Robroyston neighbourhood which adds a further 2,500 to the potential number of beneficiaries of the project.

The ten datazones which would benefit from the additional services and support that can be provided from the new community facility are: S01003563, S01003583, S01003538, S01003578, S01003557, S01003577, S01003598, S01003488, S01003602 and S01003628. These are in order of proximity to the site of the new facility at Quarrywood Avenue which is within data zone S01003563, to datazone S01003488 which is classified within Provanmill and datazones S01003602 and S01003629 to the north of the potential catchment classified within Balornock. The population within the Provanmill datazone is recognised as a potential beneficiary of the facility due to the boundary of the motorway M80 to the south which can limit accessibility to other services available in the east end of the city.

Analysing data from all ten of these datazones allows for an accurate picture to be built up of the current needs of Barmulloch and surrounding neighbourhoods, meaning that potential services to address these needs can be established to run from the new community facility.

Table 2 below shows the population in 2011 in these data zones compared to that for the Glasgow City Council area and Scotland.

Table 2: Population demographics for the ten Barmulloch 'and district' datazones

		All Barmulloch datazones		Glasgow City Council		Scotland	
		Count	Percentage	Count	Percentage	Count	Percentage
0-15 Years	Total	1,237	18.26%	96,889	16.65%	916,951	17.82%
16-19 Years	Total	380	5.6%	31,021	5.33%	263,956	5.13%
Working Age Population	Total	3,777	55.76%	357,516	61.44%	2,962,636	57.59%
Pensionable Age Population	Total	1,379	20.36%	96,514	16.58%	1,000,657	19.45%
All Ages Population	Total	6,773	100.00%	581,940	100.00%	5,144,200	100.00%

This table illustrates the population breakdown in Barmulloch area by age and gender. It shows that in Barmulloch there is a higher proportion of under 16's and 16 – 19 year olds than in either Glasgow City Council or Scotland as a whole. On the other hand residents of working age (20 – 59 for women and 20 – 64 for men) account for a lower proportion of the population in Barmulloch than in Scotland (2% lower) or particularly Glasgow (6% lower). There is a slightly higher percentage of people of pensionable age in Barmulloch than across Glasgow City Council and indeed in comparison to the whole of the Scottish population.

This shows that within the Barmulloch area there is a slightly higher proportion of the population of a dependant age than regionally or nationally, with those aged under 15 and of pensionable age accounting for a higher proportion of the population.

3.2 DEPRIVATION

The Scottish Index of Multiple Deprivation (SIMD) measures the relative level of deprivation in each datazone in Scotland by measuring indicators in the domains of income, employment, health, education, skills and training, geographic access to services, housing and crime, for each of the 6,505 datazones. All data used is the most up-to-date available at the time following publication of 2011 census results.

Table 3: SIMD 2012 for data zones covering the Barmulloch area

Data Zone	Overall SIMD	Income	Employment	Health	Education, Skills and Training	Housing	Geographic Access	SIMD Crime
So1003563								
Rank	421	311	468	422	789	382	4597	1354
Percentage	6.5%	4.8%	7.2%	6.5%	12.2%	5.8%	70.7%	20.8%
So1003583								
Rank	229	142	238	917	235	467	3664	2616
Percentage	3.5%	2.2%	3.7%	14.1%	3.6%	7.2%	56.3%	40.2%
So1003538								
Rank	702	640	705	629	786	561	4467	2461
Percentage	10.8%	9.8%	10.8%	9.7%	12.1%	8.6%	68.7%	37.8%
So1003578								
Rank	678	934	622	1682	142	16	4519	3145
Percentage	10.4%	14.3%	9.6%	25.9%	2.2%	0.2%	69.5%	48.3%
So1003557								
Rank	140	220	237	289	21	58	4438	682
Percentage	2.1%	3.4%	3.6%	4.4%	0.3%	0.9%	68.2%	10.4%
So1003577								
Rank	790	954	538	688	1717	558	3916	874
Percentage	12.1%	14.7%	8.3%	10.6%	26.4%	8.6%	60.2%	13.4%
So1003598								
Rank	1187	1084	1172	961	1304	448	4753	2750
Percentage	18.2%	16.7%	18.0%	14.8%	20.1%	6.9%	73.1%	42.3%
So1003488								
Rank	477	948	749	73	274	383	3306	2213
Percentage	7.3%	14.6%	11.5%	1.1%	4.2%	5.9%	50.8%	34.0%
So1003602								
Rank	1227	1401	785	1458	1453	497	3912	3228
Percentage	18.9%	21.5%	12.1%	22.4%	22.3%	7.6%	60.1%	49.6%
So1003628								
Rank	683	848	759	753	451	501	3536	1194
Percentage	10.5%	13.0%	11.6%	11.6%	6.9%	7.7%	54.4%	18.4%

Table 3 shows that 8 of the 10 datazones covering the Barmulloch area are within the 15% most deprived datazones in Scotland, with 4 of these in the lowest 10%. The ten datazones are ordered in proximity to the proposed site at Quarrywood Road which indicates the level of deprivation affecting the community closest the new facility; with 3 of the 5 closes datazones being within the most multiply deprived 5% nationally. These figures support the requirement for services, facilities and activities that will provide the residents of Barmulloch with opportunities to improve their quality of life and reduce the effects of multiple deprivation.

3.2.1 Income

The income domain of the SIMD identifies areas where there are concentrations of individuals and families living on low incomes. This is done by looking at the numbers of people, both adult and children, who are receiving or are dependent on benefits related to income or tax credits.

Table 4: SIMD 2012 Income domain data for Barmulloch datazones

Data Zone	Income domain 2012 %	Income domain 2012 rank	Income domain 2012 rate	Number of Income Deprived People 2012	Total Population SAPE 2012
So1003563	4.8%	311	33%	195	597
So1003583	2.2%	142	38%	200	538
So1003538	9.8%	640	28%	180	640
So1003578	14.3%	934	25%	60	238
So1003557	3.4%	220	35%	315	890
So1003577	14.7%	954	25%	185	749
So1003598	16.7%	1084	24%	165	684
So1003488	14.6%	948	25%	240	950
So1003602	21.5%	1401	21%	135	639
So1003628	13.0%	848	26	180	683

Table 4 presents income domain information for the Barmulloch datazones and shows that:

- 8 of the 10 datazones in Barmulloch are in the 15% most income deprived in Scotland with 3 of these in the most income deprived 5% of datazone districts in Scotland;
- The most income deprived datazone is immediately adjacent to the Quarrywood Road site proposed for the new community facility and is the 142nd most income deprived in Scotland. 37% of the population are income deprived which is almost 3 times the national average;
- Across all ten Barmulloch datazones there is an average income deprivation rate of 28%, much higher than the national average of 13%;

Income is clearly related to employment, and the figures point to a need for services to alleviate the effects of poverty, welfare and benefits advice and financial services such as a credit union.

3.2.2 Employment

The employment domain of the SIMD identifies the proportion of people from the resident working age population who are unemployed or who are not involved in the labour market due to ill-health or disability.

Table 5: SIMD 2012 Employment domain data for Barmulloch datazones

Data Zone	Employment domain 2012 %	Employment domain 2012 rank	Employment domain 2012 rate	Number of Employment Deprived 2012	Working Age Population 2012 (men 16-64, women 16-59)
So1003563	7.2%	468	29%	100	355
So1003583	3.7%	238	33%	115	336
So1003538	10.8%	705	26%	110	418
So1003578	9.6%	622	27%	40	147
So1003557	3.6%	237	33%	185	560
So1003577	8.3%	538	28%	120	425
So1003598	18.0%	1172	22%	85	386
So1003488	11.5%	749	25%	155	617
So1003602	12.1%	785	25%	95	379
So1003628	11.7%	759	25%	105	415

Table 5 illustrates that:

- Nine of the ten Barmulloch datazones are in the 15% most deprived in Scotland for employment with half of all datazones within the most employment deprived 10% nationally;
- 27% of the working age population across all ten datazones are employment deprived, over twice the national employment deprivation rate of 13%;
- All the datazones in the Barmulloch area have a higher employment deprivation rate than the national average.

These figures identify high levels of disadvantage caused by unemployment and points to a need for services which provide advice on employment and routes into vocational education and training.

3.2.3 Health

The health domain identifies areas with a higher than expected level of ill health or mortality for the age-sex profile of the population.

Table 6: SIMD 2012 Health data for Barmulloch datazones

Data Zone	Health domain 2012 %	Health domain 2012 rank	Health domain 2012 score	Standardised Mortality Ratio	Comparative Illness Factor
So1003563	6.5%	422	1.31	98	140
So1003583	14%	917	0.95	85	150
So1003538	9.7%	629	1.13	177	135
So1003578	25.9%	1682	0.58	117	40
So1003557	4.4%	289	1.46	129	160
So1003577	10.5%	688	1.09	121	185
So1003598	14.8%	961	0.92	90	175
So1003488	1.1%	73	1.96	282	240
So1003602	22.4%	1458	0.67	115	155
So1003628	11.6%	753	1.04	119	165
Data Zone	Emergency admissions to hospital	Hospital Episodes Related to Alcohol use	Hospital episodes related to drug use	Percentage of live singleton births of low birth weight	Estimate of the proportion of population being prescribed drugs for anxiety or depression
So1003563	162	259	315	0.04	0.15
So1003583	141	178	212	0.04	0.14
So1003538	146	161	107	0.21	0.13
So1003578	129	179	195	0.05	0.14
So1003557	152	512	331	0.09	0.14
So1003577	150	92	232	0.03	0.14
So1003598	140	206	37	0	0.14
So1003488	180	365	292	0.07	0.15
So1003602	131	104	0	0.06	0.14
So1003628	148	152	36	0.09	0.14

Table 6 above shows that:

- 8 of the 10 datazones in Barmulloch area are in the 15% most deprived for the health domain with 2 in the most disadvantaged 5% of datazone districts in Scotland;
- Datazone So1003488 is the 73rd most deprived nationally for health within the most disadvantaged 2% of areas;
- 7 of the 10 datazones have a mortality rate above the national average, with datazone So1003488 having almost three times the number of observed to expected deaths;

- All 10 data zones experienced a rate of emergency hospital admissions above the national average and one datazone So100557 rate for hospital admissions due to alcohol abuse was over 5 times the national average.
- 7 of the 10 datazones have a rate of hospital admissions related to drug use above the national average with 3 datazones experiencing a rate three times the national average;
- All of the datazones have a rate of health benefit recipients higher than the national average.

These figures point to a need for locally based healthy lifestyle advice and services, coupled with facilities which promote healthier alternatives.

3.2.4 Education, Skills and Training

The Education, Skills and Training domain of the SIMD includes five indicators: proportion of working age population with no qualifications, proportion of 17-21 year olds entering higher education, people aged 16-19 years not in education, employment or training and pupil absences.

Table 7: SIMD 2012 Education, Skills and Training data for Barmulloch datazones

Data Zone	Education, Skills and Training domain 2012 %	Education, Skills and Training domain 2012 rank	Education, Skills and Training domain 2012 score	Working age people with no qualifications	Proportion of 17- 21 year olds entering higher education	People age 16-19 years NEET category	School Pupil Absences
So1003563	12%	789	1.06	198	<5%	18	7.2
So1003583	3.6%	235	1.54	208	<5%	19	7.7
So1003538	12%	786	1.06	195	<5%	15	8.5
So1003578	2.2%	142	1.67	213	5.08	12	10.8
So1003557	0.03%	21	2.13	202	<5%	26	12.6
So1003577	26.4%	1717	0.61	169	6.25	15	6.6
So1003598	20.1%	1304	0.79	170	<5%	6	6.4
So1003488	4.2%	274	1.48	207	<5%	7	10.9
So1003602	22.3%	1453	0.73	151	<5%	14	7.1
So1003628	6.9%	451	1.3	184	<5%	12	10.1

Table 7 above illustrates that:

- 7 of the 10 datazones covering Barmulloch are in the 15% most deprived datazones in Scotland for the education, skills and training domain, with 4 of the 10 within the most disadvantaged 5%
- All of the Barmulloch datazones have a rate of working age people with no qualifications at least 50% higher than expected with 4 datazones with rates over twice the national average.
- In 8 of the 10 of the datazones less than 5% of 17 to 21 year olds enter higher education;
- In 8 of the 10 datazones the percentage of 16 to 19 year olds not in full time education, employment or training, is much higher than the national average 7.7% average across all the datazones in Scotland; almost all experiencing rates twice the national average.

These statistics highlight a need for links with education and training providers and possible further education to be delivered locally.

3.3 CONCLUSION ON NEEDS ANALYSIS

The needs analysis has shown that Barmulloch has a slightly higher than average proportion of young people and older people, than the Glasgow or Scottish average and a smaller working age population.

The Barmulloch area is amongst the most multiply deprived communities in Scotland, with 10 of the datazones within the most disadvantaged 15% of datazones in Scotland, with 4 of these in the lowest 10%.

Low income and high unemployment are particular concerns evident by statistics which indicates the Barmulloch area is within the most disadvantaged 10% of communities nationally regarding employment. This is indicative of the impact of decline of traditional heavy industries over 40 years and consequent failure of adapting communities such as Barmulloch to new economic opportunities. The shocking statistics on low education and poor skills attainment which indicates the proportion of working age population with no qualification is on average almost twice the national average suggests that Barmulloch people will be less likely to benefit from employment opportunities. Such poverty is likely to continue for the younger generation of Barmulloch, evident by the very low percentage of school leavers progressing to higher education (predominantly under 5% of school leavers) and the rate of 16 – 19 year olds not in education, employment or training (NEET) overall being twice the national average.

4.0 DEMAND ANALYSIS

It is essential for any facility aimed at meeting the needs of the local community to reflect identified local demand for provision. In order to demonstrate demand for the new community facility for Barmulloch, BCDC undertook a significant amount of community and stakeholder consultation in order to capture and evidence this demand. A considerable amount of historical research was undertaken, summarised in Section 4.1 below and this was updated from June 2012 by Community Links Scotland, the results of which are presented in Sections 4.2, 4.3 and 4.4 below.

4.1 HISTORICAL EVIDENCE OF DEMAND

Historical evidence of demand was gathered from three community open days, a gala day, household survey and community focus groups. This engagement with community and stakeholders was facilitated by BCDC from 2007 to 2009.

4.1.1 COMMUNITY OPEN DAY 1

The first Community Open Day on the proposed new hall was held in the Tenants Hall on Wednesday 10th October 2007. The purpose of this meeting was to engage with the surrounding community and give them the opportunity to view initial proposals and receive feedback on what facilities residents would prefer to see in the proposed development. Enthusiastic responses from a large attendance (60 plus local residents) showed considerable local support for the development and future direction of the proposed new Hall. Feedback from residents suggested that they wanted assurances that the proposed new Hall was of a suitable scale for accommodating services and activities to meet the main community demands; taking account of inadequacy of current hall.

4.1.2 COMMUNITY OPEN DAY 2

The second Community Open Day was held in the Tenants Hall on Wednesday 31 January 2008. It was advertised through posters in shops and other public places. The intention was to present a more developed community facility proposal for consideration by local residents. After viewing the plans and concept drawings, a majority of those present expressed their positive satisfaction with the approach the Design Team had taken. The evening event also provided the opportunity for the children of the community to play with the idea of spaces and activities through model making for what they would like to see in the area in which they are growing up.

4.1.3 COMMUNITY OPEN DAY 3

The third Community Open Day was held in the Tenants Hall on Friday 6 June 2008 and was planned to coincide with a conference organised by BCDC to review the impact of their 2004-2007 Community Action Plan and to contribute to the preparation of a new Community Action Plan for 2009-2012. The event was organised by the STAR Consulting Group under contract to BCDC. Approximately 30 senior officers representing organisations working in partnership with the company attended – Glasgow City Council departments, local housing authorities, community planners and economic development agencies. A number of local residents also attended. Review and forward planning concentrated on six themes. Independently, five working groups identified a need to build a new community hall as first priority under "Theme 1 - Community Facilities, Activities and Organisations". At the end of the conference, delegates were introduced to a model of the proposed development and this received very positive feedback.

4.1.4 GALA DAY

The Gala Day was held on 6 July 2008 and was organised as part of 'C in the Park', a local Summer Gala Event. The STAR Consulting Group manned a stall to find out what local people wanted in the Community Plan for 2009 – 2012. Over 400 people contributed by expressing their priorities from a list provided. A significant majority established the main priority as being a new hall community facility to replace the existing Tenants Hall.

4.1.5 HOUSEHOLD SURVEY

In January/February 2009, Community Investment in Scotland (CEiS) was commissioned to carry out a household survey in Barmulloch. The purpose of this study was to capture the views and impressions of local residents regarding the proposed new tenant's hall. A total of 213 households were surveyed. The most pertinent question in the survey was Q 5 – "Would you use the new community hall?" – 78% of those surveyed answered 'Yes' to this question.

The impression given by the Barmulloch residents surveyed was that they feel that the area, in general, has very few community facilities, which they could use. The general consensus was that the existing hall was a very valued part of the community and the refurbishment was well overdue. *"Many tenants feel that they need to travel in order to use any community facilities... The idea that they could have them 'right on their doorstep' really appealed to the community as a whole."* (CEiS report, 2009)

The overall impressions received from the residents of Barmulloch were that the proposals for a new community facility were valuable and would create a vital and well-used asset for Barmulloch. People felt it would benefit the whole community integrating people of different ages and genders, giving everyone in the community the opportunity to work together and to meet new people and experience new ideas and challenges.

4.1.6 COMMUNITY FOCUS GROUPS

Following the Household Survey in January 2009, the organisation decided to drill down into some of the survey findings by selecting users groups and meet with them to discuss a range of questions. Focus Groups were held with the Tea Dance group and the Mother and Toddlers group. In addition 75 local people were asked to complete a more detailed questionnaire. The purpose of this was to obtain more detailed information from local people on the proposed new hall and allow this to shape the design of the new hall and the types of space within it.

The key findings that flowed out of this more detailed analysis can be summarised as follows:

- 59% of those interviewed said that they would use the hall weekly or more frequently;
- A strong sense of ownership, sympathy and support towards the existing Tenants Hall (these sentiments were particularly strong amongst the members of the Tea Dance Group, some of whom remember when the hall was built in the 1950's);
- Others interviewed had used the hall for private functions (e.g. weddings);
- The Tenants Hall provides a social focus for meeting old friends, making new ones, "having a laugh";

- Whilst the respondents feel “at home” within the existing hall, they were very aware that it was no longer fit-for-purpose. Comments around this included the overall need for modernisation, poor heating, the need for a new dance floor, the leaking roof, the kitchen was restricted, the ‘shabby’ appearance of the hall, the lack of storage for toys etc, the need for separate meeting rooms;
- Interest was expressed in participating in intergenerational activities as a way of bringing harmony and cohesion into the local community. (Half of those in the Tea Dance Group would like to share their life stories with the younger generation as a way of bringing the generations together);
- With the new housing in Barmulloch, the view was expressed that the new community hall would help to integrate those residents in the existing housing schemes with the new residents coming into the community.

4.2 UPDATED EVIDENCE OF DEMAND

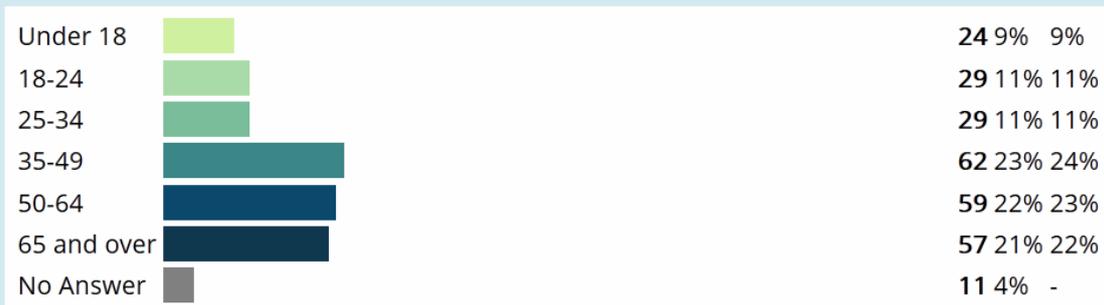
The initial need and demand for a new community facility had by this point been demonstrated through extensive community consultation. A Community Action Plan (completed by STAR) had identified a basic need for services, facilities and activities and these had to be accommodated within a building. A subsequent options appraisal by BCDC identified the only viable option as a new build on the site of the existing Tenants Hall (see Section 5 of the Business Plan for more detail on the options appraisal process). Additional historical consultation by BCDC and CEiS has evidenced demand for this provision and has demonstrated community demand specifically for the Tenants Hall project. In 2012, BCDC commissioned Community Links Scotland to refresh this evidence and reaffirm community demand for this provision.

4.2.1 COMMUNITY-WIDE QUESTIONNAIRE

In June 2012, Community Links Scotland distributed 1,300 questionnaires to all households within the Barmulloch neighbourhood, defined as the catchment area for the Hall. These were hand delivered by BCDC volunteers as enclosures within their summer newsletter and included a prepaid postage return envelope. A total of 271 responses were received, equating to a 21% response rate which is a good response to this type of survey distributed in this way. The 271 responses represented the views of 602 individuals.

In terms of gender breakdown, the majority of respondents to the questionnaire were female, with 64% of respondents being female and 30% male (6% did not answer this question). In terms of age breakdown, this is shown in the graph below. The first column represents the total number, the second the percentage of total respondents and the third the percentage of respondents who answered that particular question. Three age groups represented the majority of responses: 35-49, 50-64 and 65+, with 23%, 22% and 21% of responses respectively. In terms of ethnic background, the overall response reflected the ethnic background of the Barmulloch population generally which is mainly white British.

Age



Use of Existing Community Hall:

Respondents were asked if they had ever used the existing Tenants Hall on Quarrywood Road (the subject of this Business Plan) or the former Church Hall on Quarrywood Avenue (BCDC's temporary base). 193 respondents (71%) had used the Tenants Hall and 160 (59%) had used the former Church Hall.

New Services for Barmulloch:

Respondents were asked to rate the importance of series of services which would make improvements to their quality of life. The following services received 'important' or 'very important' responses which totalled over 90% of responses to the question:

- Careers/job advice (90%)

The provision of services relating to careers/job advice is therefore the top priority for the local community. The following services received 'important' or 'extremely important' responses which totalled over 80% of responses to the question:

- Financial/welfare rights (87%);
- Health and wellbeing services (86%);
- Afterschool care (84%);
- Crèche (83%);
- Drugs/alcohol support (85%);
- Credit union (86%);
- Youth drop-in centre (83%);
- Community information (87%);
- Housing advice (81%);
- Councillor/MSP/MP surgeries (80%)

Out of all services available on the questionnaire, only the library option did not receive over 80% of responses as 'important' or 'extremely important'. The services noted above will all be included within the new Tenants Hall and can be accommodated within the new design which is flexible and capable of hosting a multitude of uses.

Good links have been established with organisations and stakeholders during the planning process, many of which will deliver services to the local community from the new Tenants Hall which will address these demands. The exception to this is provision of afterschool care which was considered further by BCDC following on from the high level of demand identified, however it emerged that other providers had started up in the local area who were meeting the demand; the financial and staffing investment by staff may therefore not create a sustainable service for BCDC and this was deemed to be a risk to the ongoing operation of the facility and organisation.

New Activities for Barmulloch:

Respondents were asked to rate the importance of a series of activities which would make improvements to their quality of life. No activities received 'important' or 'extremely important' responses which totalled over 90% of responses to the question. The following activities received over 80% of responses as 'important' or 'extremely important':

- IT workshops (82%);
- Parent and toddler activities (88%);
- Youth activities (89%);
- Dance/fitness/sports/yoga (82%);
- Weekend social events (86%);
- Parent/toddler club (86%);
- Adult education classes (85%);
- Senior citizens lunch club (85%).

A number of these activities (IT workshops, dance/fitness/sports, weekend social events, parent/toddler club, adult education classes and senior citizens lunch club are already provided within the former Church Hall and were formerly provided in the Tenants Hall. It is assumed that these will move into the new community facility and be complemented by additional services and activities in terms of youth provision. BCDC have secured commitment of Active Schools and Urban Fox to develop a programme of youth and sports provision using the new centre as an activity hub.

New Facilities for Barmulloch:

Respondents were asked to rate the importance of a series of facilities which would make improvements to their quality of life. No facilities received 'important' or 'extremely important' responses which totalled over 90% of responses to the question. The following facilities received 'important' or 'extremely important' responses which totalled over 80% of responses:

- Cafe (85%);
- Internet/computer access (86%);
- Outside play area (83%);
- Gym (85%);
- Games room (84%);
- Soft play (85%);
- Chill out area for young people (81%).

The facilities highlighted mainly relate to social space and accommodation for young people. In terms of a café, BCDC does not consider there to be sufficient demand to sustain the costs and staffing requirements of a permanent café within the building, however they will continue to operate the lunch club for older residents and there are plans to install vending machines for drinks and snacks which will allow for people to meet socially within the building's communal space and use this as an informal café. Internet/computer access will be catered for in the Learning Centre which will operate on an internet café-type basis when not in use for organised training activities. The site does not permit an outside play area owing to lack of space, however the space created within will allow for additional and better quality parent and toddler facilities and activities. Discussions are underway with the boxing club currently using the Tenants Hall about retaining their services in some way within the community and the space will also allow for the continued operation of fitness and dance classes for adults and children. BCDC has secured commitment of youth providers, Urban Fox, to deliver a youth drop-in facility within the new facility.

Other Suggestions:

Respondents were also asked to note if there were any other activities, services or facilities they would like to see available in Barmulloch that weren't covered by the options set out in the questionnaire. The most popular suggestions are as follows:

- Activities for young people/children suffering from autism: this has been raised with the Community Health Improvement Team and will be addressed independently;
- Dedicated credit union offices: Greater Springburn Credit Union is one of the main service providers signed up to take space within the new Hall. They have not determined sufficient demand for a permanent base within the neighbourhood but will deliver a service three days per week;
- Facilities and diversionary activities for younger people: As noted elsewhere, BCDC is in discussions with Urban Fox about providing diversionary youth activities and drop-in provision from the new Hall;
- Training opportunities and education services: this will be provided by a partnership with John Wheatley College and GHA that will establish a flexi-learning / training hub within one of the meeting rooms as part of North Glasgow Learning Network. BCDC will also establish 2 social enterprises providing employability opportunities that will operate from the facility;
- Allotments: although the space available at the new facility is not sufficient for community allotments, BCDC will consider this as part of their wider community action planning for the area.

Social Enterprise Formation:

As noted previously in this Business Plan and this Section in particular, BCDC is progressing the formation of two social enterprise ventures which will provide employment opportunities locally and one of which proposes to provide a service to the local community. Respondents were asked to provide their thoughts on this proposal. Comments provided were very positive about the proposal and included the following:

- It is imperative that something is done to provide training and employment opportunities for young people;
- Grass cutting for elderly would be great;
- Employment opportunities would be very welcome in Barmulloch;
- Youth training centre would be good.

4.2.2 YOUNG PEOPLE'S QUESTIONNAIRE

As the future adults of a neighbourhood, young people's views are very significant in any genuine community consultation and they are often overlooked. Community Links Scotland undertook a specific consultation with young people, using Streetlinks detached Youth Service to carry out the consultations. Young people were engaged by Streetlinks Youth Workers at the C in the Park event through the provision of a climbing wall and at later dates on the streets of Barmulloch. 53 young people completed questionnaires and the results are highlighted below.

Use of Existing Community Hall:

Respondents were asked if they had previously used the Barmulloch Tenants Hall on Quarrywood Road and the former Church Hall on Quarrywood Avenue. 53% of respondents answered this question, 61% of whom had previously used the Tenants Hall and 71% had used the former Church Hall.

New Services for Barmulloch:

Young people were asked to rate the importance of series of services which would make improvements to their lives within Barmulloch. The following services received an 'important' response by over 80% of respondents to the question:

- Careers/job advice (82%);
- Drug/alcohol support (86%);
- Youth drop-in centre (87%).

This indicates that the primary concerns for young people within Barmulloch relate to employment, somewhere for young people to go and support with drug and alcohol issues. BCDC has liaised with partner organisations such as the North Glasgow Community Health Improvement Team, Urban Fox, Active Schools and John Wheatley College who will provide services around these themes.

New Activities for Barmulloch:

In terms of activities relevant to young people to be delivered from the centre, over 80% of respondents selected the following as being 'important':

- IT workshops (87%);
- Youth activities (94%);
- Arts and crafts (87%);
- Dance/fitness/sports/yoga (87%);
- Music and drama (83%).

Again, all of these activities can be accommodated within the planned activities which will run from the new facility. The commitment from New Rhythms as an anchor let in the hall which will provide structured use of the community music and recording studio will create a key attraction within the new facility for young people in line with demands and preferences for activities identified by young people.

New Facilities for Barmulloch:

Young people were also asked what facilities they would like to see available in the area from the new facility and the following responses were rated 'important' by over 80% of respondents:

- Internet/computer access (87%);
- Outside play area (85%);
- Gym (85%);
- Games room (83%);
- Chill out area for young people (84%).

The only facility which cannot be accommodated within the new facility is the outside play area as the site is too tight to accommodate much outdoor space, however the community building will link in with facilities available in the adjacent Robroyston Park which include a MUGA and children's play area. Internet/computer access will be provided by John Wheatley College and will be open and available on an internet café basis for use by the local community. Fitness facilities will be available within the new building and community sports and gym activities will be able to be provided using the main hall which has capacity for indoor sports and recreation purposes. BCDC secured commitment of Urban Fox youth providers and Active Schools to deliver structured youth development and sports and recreation programmes based in the new facility which will also maximise other recreation facilities in the area such as MUGA field and planned upgraded recreation facilities in the adjacent Robrosyston Park

4.3 CONCLUSION ON DEMANDS ANALYSIS

In conclusion, this section of the Business Plan has demonstrated strong community support and demand for a new community facility in Barmulloch. The existing Tenants Hall was very well used and formed the heart of the community. Extensive and varied consultation methods have highlighted the need for services, facilities and activities within the area, particularly in the context of the withdrawal of provision from the area over a number of years leading to its perceived decline. The local community requires a certain level of local provision to be available if it is to survive and prosper with the potential of improved quality of life for all and this has been demonstrated through the demand analysis. The demands and needs in this context must be accommodated within a building and the options appraisal has demonstrated that the only feasible option is that being pursued by BCDC in this Business Plan, the demolition and rebuilding of the Tenants Hall.

The detailed results of the most recent consultation has highlighted the need for services which address particular problems within the area which are preventing its regeneration such as high incidences of poor health (including drug/alcohol misuse) unemployment and low educational attainment levels, particularly amongst adults, and financial issues.

Activities demanded include those focusing around health and fitness in addition to support groups such as parent and toddlers and specific provision for young people. Facilities highlighted as being important by the local community include a gym/fitness provision, internet/IT access and a drop-in facility for young people.

The findings point to the need for a flexible space which can fulfil multiple community needs at the same time and is fit for purpose and welcoming. The design of the new community facility responds to this perfectly by creating two differently sized halls which can be joined together and a series of meeting rooms, complemented by a large sociable reception area with seating. This makes best use of the site and of the potential space and can accommodate the variety of uses for which demand has been evidenced.

5.0 OPTIONS APPRAISAL

Proposals for the development of a new/refurbished community space to serve the community of Barmulloch have been under development for a number of years and as such, a number of alternative options appraisals have been carried out. This section of the Business Plan draws together all of these considerations and makes an overall assessment on the options available and their ability to meet the needs and demands of the local community. The options appraisal process has included the following:

- Options appraisal carried out by Elder and Cannon Architects;
- Options appraisal carried out by Dickson Smith Architects;
- Development options appraisal carried out by Collective Architecture

5.1 INITIAL OPTIONS APPRAISAL

Elder and Cannon Architects undertook an options appraisal which included considerations given to new build on the existing site and new build on a new site within the Robroyston Park boundaries. The preferred option put forward for consideration was replacement of the existing Hall with a new, purpose-built facility and plans were drawn up in this regard. The design included four large halls over two levels and building right up to the site boundaries. This was later dismissed as a viable design because there were no smaller spaces included for meeting rooms and credit union activities and because the lack of external space would reduce the possibility for external play for the parent and toddler group and would not allow for a drop-off area for vehicles. The park new build option had previously been dismissed as not suitable because of the cost associated with purchasing a new site, the scale of the building design which was not suitable for a community the size of Barmulloch and again, the building's inability to accommodate the credit union and small meeting room requirements.

Following on from the work of Elder Cannon Architects, BCDC commissioned Dickson Smith Architects who produced a design for a new Hall on the existing site which was more suitable for the size of the local community, however it only offered two larger halls and one large meeting room, meaning that it was not suitable for meeting the needs of BCDC in terms of inclusion of smaller, flexible space.

The following section details the various options appraisal undertaken for the project by BCDC. It assesses all conceivable and viable options for continued community provision in the area. The community needs context, project aim and project objectives are all repeated here (in summary form) as all need to be taken into consideration when appraising each option.

5.2 SUMMARY OF COMMUNITY NEEDS CONTEXT

The G21 district of north east Glasgow is one of the 5 most socially deprived areas in Scotland, reaffirmed through Needs analysis which identified the Barmulloch area within the most multiply deprived 15% of datazone districts nationally. The area has the highest proportion of single parent households, the lowest car ownership ratio, a male life expectancy of 65 years, among the highest rates of heart disease and diabetes, very high rates of obesity, alcohol and drug abuse and, a high proportion of ethnic minority families, many being asylum seekers, displaced from the Red Road flats. Over the last two decades, residents have experienced many disappointments such as the demise of the local manufacturing base, closure of the local college, learning centre, two swimming pools and the withdrawal of important public transport services. The outcome is an area with high unemployment and attendant social, behavioural and health problems. Underlying all of the above is a lack of personal esteem and ambition, a feeling of hopelessness and a general failure to identify personal and community development opportunities. This is evidenced by falling apathy and disengagement from community activities.

This project will be open to all and attempt to address the needs of the whole community by the provision of a base for delivery of better services. The intention of the new facility is to generate a pride of place, a sense of personal worth and encourage residents to participate in forms of personal and community development so that they will react positively and be inspired to improve their own prospects and those of the community. The facility will create a hub for better services and opportunities to improve the physical and mental health of the community, provide increased employment, training and volunteering opportunities, lower the incidence of crime and raise the expectations and ambitions of local residents. The initial need for a better community facility for Barmulloch was identified within Barmulloch Community Action Plan where the need to 'Improve Community Facilities' was recognised through consultation as the Number One Priority.

Consultation with the community and stakeholders representing community, voluntary and public sector partners demonstrated strong support and demand for a new community facility in Barmulloch. The existing Tenants Hall was very well used and formed the heart of the community. Extensive and varied consultation methods have highlighted the need for services, facilities and activities, to counter this steady decline. The local community requires a new hub to enable delivery of improved and better targeted services, if it is to survive and prosper with the potential of improved quality of life for all. The detailed results of recent consultation has highlighted the need for services which address particular problems within the area which are preventing its regeneration such as high incidences of poor health (including drug/alcohol misuse) unemployment and low educational attainment levels and financial issues. Activities demanded include those focusing around skills development, employment, welfare and health and support for key groups such as parent and toddlers and young people. Facilities highlighted as being important by the local community include health promotion resources, internet/IT / learning access and a drop-in facility for young people.

Crucial to the projects sustainability is the need to maintain the affordability of a new centre to maximise use by individuals and groups with limited incomes. The findings point to the need for a flexible space which can fulfil multiple community needs at the same time and is fit for purpose and welcoming. The demands and needs in this context has provided guidance in preparation of a brief for Collective Architecture to consider various options for development of improved community facilities which will act as the catalyst to enable BCDC achieve its area regeneration objectives. This section outlines the approach taken by BCDC and consultants as part of the Options Appraisal for the project.

5.3 PROJECT AIMS AND OBJECTIVES

In order to guide the development of the project, BCDC has put together an overall project aim and a series of working objectives as follows:

5.3.1 AIM

The overall aim of the project is to create a flexible community-based facility that will help to improve the social and economic profile of the Barmulloch community.

5.3.2 OBJECTIVES

- To achieve a considerable increase in the number of local people taking part in BCDC-led community and self development programmes, assisting organisations to expand and enrol new members and designing and developing new programmes/activities to address gaps in social and economic service delivery;
- To encourage a spirit of enterprise amongst residents and promote self-employment and company formation, including through the launch of social enterprise companies which will create local employment and training opportunities;
- To promote a range of training and development programmes aimed at inspiring residents to seek further education qualifications so that they may become economically active;
- To develop health and welfare improvements, setting targets for reducing obesity, smoking and alcohol/substance abuse, improving childcare and services to at risk families and developing IT awareness and skills across all age ranges.

5.4 PROJECT OUTCOMES

The outcomes of this project are as follows:

- Through the development of a sustainable community hub, the community of Barmulloch will have an improved social, economic and environmental future.
- The community of Barmulloch has improved access to a range of existing and new services, activities and events
- The community of Barmulloch will have new skills and improved training, volunteering and employment opportunities
- The community of Barmulloch will benefit from improved health and wellbeing through access to activities and services that tackle the significant health inequalities that contribute to multiple deprivation in the neighbourhood.

5.5 BARMULLOCH TENANTS HALL OPTIONS

The project relates to the provision of facilities, services and activities to meet identified needs and demands of residents living in Barmulloch. The nature of this provision dictates that it is based within a building so this options appraisal must consider alternative options which relate to building-based provision. The five possible options available are:

- Do nothing;
- Refurbish the existing Tenants Hall;
- Demolish existing building and replace with a new build facility;
- Acquire alternative existing premises for delivery of services and activities;
- Build new facilities elsewhere in Barmulloch.

The fourth option on the list above has been dismissed prior to being assessed as there are no alternative premises available to make this a viable option. Due to the withdrawal of services from the Barmulloch neighbourhood over a number of recent years and very recent demolition and regeneration works, particularly around the Red Road flats complex, there are only three potentially suitable facilities available to BCDC. The first is Barmulloch Community Centre, a community facility owned and operated by GCC on the border of Barmulloch and Balornock. This facility is in very poor repair, suffering from subsidence issues. It accommodates the local library and a number of other Council community services. Discussions with GCC have highlighted that the Council has no intention of disposing of this asset in the near future. The second potential facility is the Tenants Hall which is the subject of this Business Plan.

The final option is the former Church Hall from which BCDC currently operates on a rental basis. BCDC entered into discussions with the Church of Scotland to enquire about the availability of this building for them to purchase. However, the Church responded to advise that this was subject to a review of all of their redundant and used Hall premises across the North of Glasgow which would take a considerable amount of time to conduct. The results of this review will then inform the Church's decision on whether to retain or dispose of this asset and they have indicated that it is likely that they will sell the Hall on the open market. BCDC would be unlikely to secure funds to purchase the facility which they would then have to extend as it is not currently suitable for their activities, being no larger than the Tenants Hall. In addition, the potential five-year timescale involved would not be conducive with plans for BCDC to support the local community by responding to local needs and demands. Action is required now to address decline and regenerate the area, improving quality of life and prospects for its residents. For these reasons, securing alternative premises for delivery of services and activities has been ruled out as a viable option.

5.6 ASSESSMENT OF OPTIONS

Each option has been 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.

The following section assesses each option against the assessment criteria. A weighting has been assigned to each criterion. The total score for each option is shown under each table.

5.6.1 OPTION 1: DO NOTHING

Table 8: Option 1

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This option would cost nothing so would represent the lowest cost to BCDc, demonstrating maximum value for money.	10	4	40
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	6	60
Community use	Although there is clear demand for the existing provision (relocated to the former Church Hall), the existing building is not fit for purpose in terms of size and provision of accommodation. In addition, BCDc's ability to remain within the former Church Hall is at risk- the Church of Scotland plans to sell on the open market following a review which could take approximately 5 years.	3	10	30
Future use	Given the limitations of the existing premises, future adaptability and use would be very limited and continued rental/ownership is unlikely to be available.	1	8	8
Funding	No funding would be required for this option.	10	8	80
Timescales	This option would represent the shortest timescales as no work would be required.	7	9	63
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 needs 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

Option 1 Total Score: 316

5.6.2 OPTION 2: REFURBISH THE EXISTING TENANTS HALL

Table 9: Option 2

Factor	Discussion	Score	Weighting	Weighted Score
Cost	This option would cost less than a new build on the site or a new build on an alternative site, creating savings for BCDC. However, 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 and the very poor quality of the building- it has past its useful life and attempting a refurbishment would either not be possible or offer very low value for money.	5	4	20
Ease of development	BCDC is currently negotiating sale of the site from GCC- ownership would not present a problem. The main issue relates to the existing Hall being at the end of its useful life making it difficult to develop as a refurbishment project.	6	6	36
Community use	This option would be unlikely to see a major increase in community use since the space restrictions with the current Hall prevented 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 facilities provided under this option would be limited by a refurbishment of facilities which are currently not fit for purpose and would not future-proof the facilities.	3	8	24
Funding	Funding would be required for this option, although it would demonstrate better value for money than some options, i.e. complete new builds.	7	8	56
Timescales	Depending on the length of time taken to acquire ownership of the 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. Risk associated with acquiring ownership of the site is low as the Council has confirmed this intention. Failure of adoption by the local community is a medium risk.	6	7	42
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 would not enable the identified needs and demands to be met. It would also fail to impact on wider regeneration.	4	10	40
Meet Outcomes	This option would make only partial advances towards meeting the outcomes of the project.	4	10	40

Option 2 Total Score: 371

5.6.3 Option 3: DEMOLISH EXISTING BUILDING AND REPLACE WITH A NEW BUILD FACILITY

Table 10: Option 3

Factor	Discussion	Score	Weighting	Weighted Score
Cost	Demolition of the existing Tenants Hall and replacement with a fit for purpose new build facility would be one of the most costly options however the community benefits and sustainability element would offer value for money for investment.	4	4	16
Ease of development	There would be no issue with site ownership as discussions are currently underway with GCC and with GHA who own the strip of land to the rear. BCDC owns the existing building. Site access is tricky although on a main thoroughfare and the design team will have to address this within the contractors' preliminaries.	7	6	42
Community use	Extensive community consultation has given clear support for a new facility through the provision of additional, 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 of all of the options given that an entirely new building would be required and this would place a significant demand on BCDC to secure external funding for the development.	5	8	40
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 relatively high risk, given the level of funding to be sought, however this is backed up by genuine need and demand evidence. Failure of adoption by the community has a relatively low risk of occurring.	6	7	42
Meet Aim	This option would meet the project aim.	10	10	100
Meet Outcomes	This option would meet the project outcomes.	10	10	100

Option 3 Total Score: 564

5.6.4 OPTION 4: NEW BUILD FACILITIES ELSEWHERE IN BARMULLOCH

Table 11: Option 4

Factor	Discussion	Score	Weighting	Weighted Score
Cost	A new build development on a new site would be the most expensive option. Site acquisition costs would need to be taken into consideration. Investigations by previous consultants (outlined earlier in this section) ruled this out as an option due to expense and planning issues.	6	4	24
Ease of development	The site previously proposed and rejected for this option was within Robroyston Park however planning permission would be difficult to secure. However, development of this site would be easier.	6	6	36
Community use	Although the community would welcome new, purpose-built facilities, there is a danger that they will not be fully adopted, particularly by those who would see an existing eyesore remain in the form of the dilapidated Tenants Hall and the sacrifice of communal greenspace.	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 in, however there is excellent evidence on community needs and demand to back this up.	6	8	48
Timescales	The timescales for this option would be lengthy owing to it being a complete new build and the need for site acquisition.	6	9	54
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.	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

Option 4 Total Score: 520

5.6 CONCLUSIONS: PREFERRED OPTION

All of the four viable options have been subject to a detailed options appraisal against nine criteria which were weighted in order of importance to BCDC and the local community. 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 Option 3, demolition of the existing Tenants Hall and replacement with a new build fit-for-purpose facility.

Option 3 was clearly selected as the preferred option with a total score of 564. This was followed by a new build option on another site which also had the ability to meet local needs and demands, but may not be as easily adopted by the local community and would have a more significant cost input and increased timescales. Option 4, new build on an alternative site, scored 520. The lowest scoring options were Option 2: refurbishing the existing Tenants Hall (score of 371) and option 1: do nothing (score of 316). Neither of these options could adequately meet the project's aim or working outcomes.

The preferred option is therefore Option 3: demolition of the existing building and replacement with a new build facility.

6.0 PROJECT MANAGEMENT

6.1 BARMULLOCH COMMUNITY DEVELOPMENT COMPANY (BCDC)

Barmulloch Community Development Company (BCDC) has been in existence since 2004 however this organisation emerged from Barmulloch Tenants and Residents Association (BTRA) which was formed in 1954. The formation of BCDC was a necessary move in order to establish a governing organisation for the development of the new community facility which was a company limited by guarantee and one with charitable status.

In 1955, BTRA received a prefabricated timber framed building from the Glasgow Corporation (which was responsible for building the Barmulloch housing estate at the time) on the condition that residents take responsibility for preparing the site, laying the foundations and erecting and fitting out the building. This project was completed by local volunteers and resulted in the opening of the Barmulloch Tenants Hall. Between 1955 and 2010, BTRA (and subsequently BCDC) ran the Tenants Hall for the benefit of the local community on a completely self-financing basis. Until 2006, the Hall was run entirely by volunteers and flourished as a very successful and popular local facility.

In 2006, BCDC recruited its first and only employee to date, a Regeneration Officer tasked with providing local solutions to local problems. This employee has changed the focus of BCDC's operations in the area from one as a provider of space for social functions and community groups to meet locally to a service provider in its own right, organising and hosting weekly youth activities, sports coaching, football teams, senior citizens' group, mother and toddlers group, IT classes, credit union and various organised social events such as race nights, family fun nights and the annual C in the Park Festival. In addition, BCDC now takes a lead role in other community development activities including assisting other groups with funding applications, leading on improvements to the adjacent Robroyston Park (MUGA, children's' play area and improved entrances) and most recently initiated a Community Futures Plan for Barmulloch and neighbouring communities of Robroyston and Balornock.

BCDC has been the main driving force in the regeneration of the Barmulloch community in recent years, having seen the withdrawal of essential local services and the effect this has had on the local community in terms of employment, access to provision and general community well-being. Proposals put together in collaboration with the wider community for the regeneration and revitalisation of the local area led BCDC to pursue the development of new service provision and programmes of support themselves instead of relying on other support organisations. In 2010, BCDC realised that the existing Tenants Hall could not accommodate these plans and indeed it was no longer even fit for purpose as a facility to accommodate social functions and weekly meetings of user groups. The former Church of Scotland Church Hall on Quarrywood Avenue subsequently became available and BCDC was able to agree an annual lease on a peppercorn rent and move main operations into this building whilst a local boxing club agreed to secure and maintain the Tenants Hall in exchange for being able to house a boxing club and fitness centre in the Hall.

BCDC then commenced the process of seeking a site/building to develop a new community facility to serve the local population which could be capable of housing the planned new regeneration activities in addition to the popular and essential community functions of the previous Hall. Alternative sites/buildings considered were the existing Tenants Hall, the former Church Hall and a new site within Robroyston Park. Section 5 of this Business Plan presents an options appraisal which resulted in the selection of a new build facility on the site of the existing Tenants Hall and this is the main focus of BCDC's activities at present, in addition to continually running the former Church Hall as the local community facility for the area.

Aside from the one paid employee, the Regeneration Officer, BCDC is run entirely by volunteers, having been the case since 1955. This model has worked well within the local community and, unusually for a voluntary community organisation, the make-up of the committee is reflective of the younger age groups within the population in addition to older residents. A list of the current Directors of BCDC is shown in Appendices and is reflective of a good range of local residents. There is a healthy turnover of volunteer Directors with older residents leaving and being replaced by younger representatives on a regular basis. In addition, BCDC has a current recruitment drive focused on teenagers/young adults as the future generation responsible for organising community regeneration in the area.

The impressive history of BTRA and BCDC completely self-financing the Tenants Hall sets them in good stead for managing a new facility and of operating activities, services and facilities therein. The financial section of this Business Plan (Section 7) has highlighted that running costs can be met without the need for ongoing financial support after the initial Lottery revenue support has diminished. The Hall does not intend to rely on significant use by external organisations or visitors to the neighbourhood from elsewhere; rather it will rely on ongoing demand from within the local community which has been evidenced both by the continued use of the former Church Hall for user groups, social hires and functions and in the community surveys represented in Section 4. The Hall will also have what can effectively be described as an 'anchor tenant' in the form of New Rhythms which will have a permanent base in the facility and will pay an annual rental charge to BCDC. This will be complemented by other organisations that will deliver services on a regular basis and will pay a rental fee for space. Running costs associated with the new building will not be significantly higher than for the previous Tenants Hall which BTRA and subsequently BCDC sustained without additional financial support and this again points to the organisation's ability to effectively run the new facility.

6.2 PROJECT MANAGEMENT DURING THE ON-SITE PHASE

BCDC have already competitively tendered for a Design Team and will retain their Regeneration Officer. During the on-site phase, they will be supported by a Clerk of Works who will be recruited separately. The Design Team and Clerk of Works will represent the interests of BCDC in ensuring that the work is completed satisfactorily by the contractor and within the agreed budget. Regular site meetings will take place attended by the Regeneration Officer and one other BCDC representative. The project QS will be responsible for valuing works on a monthly basis and issuing interim certificates to accompany contractors' invoices and the Regeneration Officer will work with BCDC's Treasurer to ensure the timely drawdown of grant funding from all sources.

6.3 PROJECT MANAGEMENT AND OPERATIONAL POLICY

Since the appointment of the Regeneration Officer in 2006, BCDC volunteers have undergone a programme of capacity building and training led by the Regeneration Officer in order to equip them with the skills required to launch and manage the new facility (and accompanying initial revenue grant funding). The new Tenants Hall will be run by a combination of staff and volunteers, building on the successful operation of previous and current facilities. There have been no issues associated with volunteer fatigue or lack of local voluntary support in the history of both organisations and BCDC sees no reason to significantly change an operational method which is proven to work well.

In addition to the Regeneration Officer (whose ongoing role is described in more detail below), BCDC will appoint two part-time members of staff; a dedicated Centre Manager and a part-time Janitor. The Centre Manager will take responsibility for managing the Hall, taking enquiries and bookings, organising lets, invoicing, organising catering for events etc. The Janitor will undertake ongoing maintenance of the building (which will not involve a significant amount of work to the fabric of the building initially) and will be responsible for opening and closing the facility outwith the hours of the Centre Manager. This will be a flexible role for a set number of hours per week to correspond with the needs of user groups and bookings from the local community and as such it is anticipated that this will create a job for a local resident. In addition, existing cleaning arrangements for the former Church Hall will be used in the new Tenants Hall

6.4 ONGOING DEVELOPMENTS

BCDC has been adopted by the wider local community as the organisation at the heart of local community regeneration and development. As such, the building itself is only a facility which will allow for community regeneration; the services and activities therein and enabled to operate throughout the wider area are the essential elements of the project. In addition to the uses outlined in the Business Plan, BCDC also intends to develop the following additional projects:

- Two new social enterprise ventures, one which will involve an environmental employability project working in Robroyston Park and the Robroyston Estate undertaking landscaping contracts offered by Glasgow City Council and Glasgow Housing Association and the other which will focus on desktop manufacturing. Discussions are well progressed in relation to both ventures which will create local training and employment opportunities for young people in addition to generating additional usage of and income for the Hall. The Regeneration Officer will be responsible for developing and managing these ventures;
- BCDC has recently established a Community Futures Group covering the neighbourhood of Barmulloch in addition to the adjacent communities of Balornock and Robroyston. This aims to bring organisations, groups and community members together from the wider area to consider strategic planning of regeneration activities and opportunities for the benefit of the three local communities. The Regeneration Officer will continue to organise this process and will promote the new Hall through this arena.

7.0 PROJECT FINANCE

7.1 CAPITAL COSTS AND FUNDING

A capital cost estimate for the project has been drawn up by Ewing Somerville Partnership quantity surveyors. A summary of these costs is shown in Table 18 below.

Table 12: Capital Cost Estimate for Barmulloch Tenants Hall

Element	Cost
Site acquisition	40,000
Works	951,428
Preliminaries	181,120
Contingency (10% of works and prelims)	113,255
Fees (% incl. prelims & contingency)	100,050
Vat on Fees 20%	20,010
Other costs (legal costs)	1,000
Fixtures and fittings	49,490
VAT @ 20% (only 9% of building capital costs)	22,514
Total Capital Cost	1,478,867

Capital funding applications have been prepared and submitted to a number of sources as outlined in the following table.

Table 13: Anticipated Capital Funding for Barmulloch Tenants Hall

Funding Body	Amount
Glasgow City Council	40,000
Glasgow Housing Association (GHA)	100,000
Big Lottery Growing Community Assets	800,000
Climate Challenge Fund	97,030
Green Energy Trust	20,000
People & Communities Fund	100,000
SCORE Landfill Tax Credit	100,000
GCC Social Enterprise Fund	50,000
Glasgow Community Planning	35,000
Robertson Trust	80,073
CARES / Energy Savings Trust	53,261
BCDC fundraisers	3,500
Total Anticipated Project Funding	1,478,864

7.2 REVENUE PLAN

A five year revenue plan has been estimated for this project as shown in Table 14 overleaf.

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Revenue Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Staffing & Training Costs					
Centre Manager (salary of £20,000 with employers' NI and pension)	22,703	23,838	25,030	26,282	27,596
Cleaner (part time)	3,266	3,429	3,601	3,781	3,970
Training and Capacity Building	4,500	4,725	4,961	500	525
Staffing & Training Subtotal	30,469	31,992	33,592	30,562	32,090
Administration Costs					
Telephone	900	945	991	1,042	1,094
Stationery & Postage	300	315	331	347	365
Photocopier Costs	350	368	386	405	425
IT Equipment Maintenance (Annual Contract)	250	263	276	289	304
PAT Testing	500	525	551	579	608
Miscellaneous Additional Costs incl accountant	1,000	1,050	1,103	1,158	1,216
Administration Subtotal	3,300	3,466	3,638	3,820	4,012
Premises Costs					
Gas & Electricity	5,000	5,250	5,513	5,788	6,078
Refuse Disposal/Paper Recycling	500	525	551	579	608
Rates & Water Rates (80% relief)	2,000	2,100	2,205	2,315	2,431
Premises Insurance	2,000	2,100	2,205	2,315	2,431
Alarms and Security contract	2,000	2,050	2,100	2,150	2,200
Fire Extinguisher Maintenance	300	315	331	347	365
Cleaning supplies	500	525	551	579	608
Repairs & Maintenance	500	525	551	579	608
Premises Subtotal	12,800	13,390	14,007	14,652	15,327
Marketing Costs					
Community Consultations/Events	1000	525	551	579	608
Marketing/Newsletter	1000	525	551	579	608
Marketing Subtotal	2,000	1,050	1,103	1,158	1,216
Total Predicted Expenditure	49,569	49,898	52,340	50,192	52,645
Revenue Funding					
Lottery GCA revenue support on declining basis	33,000	30,000	26,000	20,000	
Anchor tenant: New Rhythms annual fixed space let	9,000	9,450	9,923	10,419	10,940
Hall lets: user groups	11,000	12,000	13,650	14,333	15,049
Hall lets: commercial users/service providers	5,000	5,250	5,512	5,788	6,077
Function Income: weddings, birthdays, christenings, kids parties etc.	3,000	3,793	3,986	4,181	5,000
Income from commercial lets- conferences etc.	1,000	1,050	1,103	1,158	2,500
Fundraising events	1,300	1,365	1,433	1,505	1,800
Revenue from vending machines	600	630	662	695	729
External grant support (social enterprise development themes / CPP)					5,000
Income generation from Social Enterprise activities and contracts Phase 2 plans				2,500	5,000
Total Revenue Funding	63,900	63,538	62,269	60,579	53,295
Surplus/Deficit	14,331	13,640	9,929	10,387	650

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The assumptions used in this plan are as follows:

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:

Space	User Category	Cost per hour
Hall: either hall	Groups/local organisations	£12.00
Hall: either hall	Commercial organisations	£17.00
Meeting rooms	Groups/local organisations	£5.00
Meeting rooms	Commercial organisations	£7.00
Learning suite	Groups/local organisations	£5.00
Hall hire including bar and staff for function	Adult party	£125.00 flat fee
Hall hire including staff for function	Kids' party	£90.00 flat fee

BCDC were conscious of the need to maintain the affordability of fees evident by community and voluntary group charges for space starting at only £5 per hour. Over the following five years after opening, the lets for hall space will increase further (for the main hall charges will increase from £12.00 to £15.00 per hour for community groups/local organisations and from £17.00 to £20.00 per hour for commercial organisations). 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 Barmulloch.

BCDC is conscious that the user 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, including through the establishment of two social enterprise organisations through BCDC, and as such incomes and employment levels should rise. Finally, the fees have been designed to create a small surplus for BCDC which is essential to create reserves for the organisation which can meet unforeseen costs which may be incurred, even in a new 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 shown in Table 14:

- Anchor tenant: New Rhythms for North Glasgow is the main tenant to take space within the new Tenants Hall. Their accommodation includes a soundproofed recording studio which will be available for community and youth groups to use when not in use by the organisation and this has been built into the design. Based on the above rates, an annual let for their space would cost an equivalent of £12,740 however BCDC has agreed a discounted annual rental fee of £9,000; a contract for let of office space and studio for 5 years is in place thereby safeguarding planned new build investments by BCDC.

- Hall lets: user groups: BCDC has taken the current lets by local organisations and community groups for the former Church Hall and increased user group lets space by 50%. This is reflective of demands evident by community and stakeholder consultation and the new facility being better able to accommodate a variety of uses simultaneously which was not possible previously (BCDC has previously had issues of availability of space and capacity at certain times). The estimate of income equivalent for use of space equates to £11,000 for Year 1.
- Hall lets: commercial users/service providers: this relates to organisations that will provide services from the new facility and will pay an hourly rental for space. Consultation by BCDC with a wide spectrum of existing and new potential partners across the community, voluntary and public sector indicated significant support for the facility and demand for space on a regular or ad hoc basis. This secured commitment from the local credit union, Glasgow North East Community Health Improvement Team, Community Planning Partnership, Glasgow Regeneration Agency and agencies such as John Wheatley College, North Glasgow College, Princes Trust, Life Link, NG2, Urban Fox and Active Schools (letters of support are included in Appendix) with a view to establishing regular service provision in the area and by way of a replacement of the services that have been withdrawn from the area in recent years. Advice from stakeholder organisations consulted is that whilst provision from a permanent base is increasingly being centralised to cut costs, satellite provision offers a way to deliver on outcomes without investment in a permanent base. As the population increases in Barmulloch as a result of new build housing, this will become increasingly more important;
- Function income: rates for function hires have been increased slightly. The old Tenants Hall and former Church Hall proved to be very popular at similar rates for adult and kids' parties. Judging from existing function hires and the improved provision due to be provided at the new facility, BCDC has conservatively estimated 2 adult parties per month and 2 kids' parties;
- Income from commercial lets i.e. conferences: this is an area of operation to be developed by BCDC and although the new facility will not aim to be a conference venue, links with Community Planning partners and the Glasgow North East Health Improvement Team have indicated that they will use the facility as part of their efforts to support local organisations. The new Centre Manager will be responsible for marketing and developing this area and an estimate of £1,000 p.a. income derived from commercial lets of this type has been assumed;
- Fundraising events: BCDC (and BTRA before that) has undertaken fundraising events for a variety of purposes, primarily to fund essential improvements to the existing Tenants Hall before it became impossible to maintain in this way. The amount entered in the cashflow is reflective of existing fundraising efforts;

- Revenue from vending machines: BCDC does not plan to have a permanent café within the building owing to the staffing requirements and running costs. However, there will be vending machines available in the main reception area which has communal seating. A small profit is anticipated from these machines as reflected in the cash flow;
- Grant funding for activities: BCDC will be represented on various local forums such as Community Planning and Youth Development which will enable the continuation of project fit with local strategies and plans and strengthen the potential for BCDC to secure some grant support towards general running costs or specific themes to develop new projects and target specific client groups to the facility. This can enable subsidy of overall running costs to assist sustain ongoing affordability of the venue. Grant funding will be sought towards these purposes and a focus for years 3+ will be the development of social enterprise development and activities;
- Social Enterprise activities: BCDC have wider ambitions for economic regeneration by set up of a social enterprise organisation under the umbrella of BCDC which will deliver services for clients through contractual arrangements, achieving wider benefits by creation of training and employment opportunities. The new facility will create a hub training base and it is anticipated that by years 4 and 5 these enterprise activities will start to generate surplus income to subsidise the community facility.

This demonstrates that after a four-year initial revenue support grant from the Big Lottery Fund totalling £109,000, the facility has the ability to sustain itself through a combination of an anchor tenant, local user groups, service providers, commercial lets and other fundraising. BCDC is requesting a significant percentage of the staffing and running costs associated with the facility for the first four years of operation (66% Year 1, 60% Year 2, 50% Year 3 and 40% Year 4) for two reasons. Firstly, and particularly in the current economic climate, it is difficult to accurately predict usage of a new community facility. All of the need and demand evidence and extensive consultation has demonstrated that the predictions outlined in the revenue plan are reasonable and not an exaggerated picture of likely income, however a revenue grant from the Big Lottery for the first four years of operation will protect against unlikely lack of uptake as anticipated.

Secondly, any surplus generated will allow for BCDC to build up reserves to guard against future financial problems. This is important for the organisation- the new facility represents the future of Barmulloch and a catalyst in the regeneration of the area. It will become an essential facility for the community, representing an improvement in quality of life locally and the return of certain services to the area. It will directly create jobs and provide the training and means for local residents to upskill and move into employment. BCDC also believes that it will engender hope amongst residents and a commitment to further improving the area. This type of community capacity building, as has been seen with the development of BCDC and its Board over the past four years, can be badly affected by setbacks such as financial problems and for this reason BCDC should establish a restricted reserve pot in order to deal with unforeseen costs in future.

8.0 PROJECT OUTCOMES

BCDC has adopted outcomes for this project which are in line with those agreed with the Big Lottery Fund as the main capital funders of this project. These outcomes have been developed in response to the needs and demand assessment of the local community and have been created in a collaborative way by BCDC volunteer Directors:

The outcomes of this project are as follows:

- Through the development of a sustainable community hub, the community of Barmulloch will have an improved social, economic and environmental future.
- The community of Barmulloch has improved access to a range of existing and new services, activities and events
- The community of Barmulloch will have new skills and improved training, volunteering and employment opportunities
- The community of Barmulloch will benefit from improved health and wellbeing through access to activities and services that tackle the significant health inequalities that contribute to multiple deprivation in the neighbourhood.

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9.0 EXIT STRATEGY

A new community facility for Barmulloch will enable BCDC to better meet the needs of the local community in terms of a venue for social functions and provision of adequate, fit-for-purpose space for community organisations to meet. The additional space will allow for local needs and demands to be better accommodated. In addition, new services, activities and facilities can be brought into the area to better serve the needs of the local population and stem the increase in deprivation resulting from the withdrawal of local services for a number of years.

The main aim for BCDC in relation to the community facility will be to create a facility that is self-financing and sustainable after the initial Big Lottery revenue grant has ended. Based on the organisation's excellent track record in running a community facility since 1955 with no external support and only using volunteers until 2006, it can be assumed that this sustainability aim will be achieved. There will be the additional requirement to find funding to cover two new part-time salaries (Centre Manager and Janitor) however the guarantee of a new anchor tenant in addition to new links made with organisations who have agreed to deliver regular services and pay rental lets for use of space should generate sufficient additional income to cover the increased costs.

It has been stated elsewhere in this Business Plan that the new community facility is only a building and in itself this is not key to the regeneration of the local community; it is the services that run therein and are delivered from this base throughout the wider area that have the potential to revitalise the local community, creating training and employment opportunities, linking people to jobs elsewhere, improving levels of health and reducing poverty and deprivation. The building obviously needs to be fit for purpose, modern and capable of hosting these activities (which the former Tenants Hall and former Church Hall are not and can never be in their current forms) hence the need for this project. However, the focus once the facility has been built moves entirely to the potential for regeneration of the local community. BCDC has engaged widely in the planning of this project to ensure that as many service providers as possible are engaged to deliver projects, activities and services to local residents in their own neighbourhood. In addition, BCDC itself will develop community wellbeing projects which will run from the new facility, including two social enterprise ventures and a Community Futures Group.

Overall, it is anticipated that the new community building will not only allow for local needs and demands to be met within the immediate area through the provision of a physical facility and location for activity, but that this project will become a catalyst for wider community regeneration within the local area. This will be complemented by the current housing regeneration efforts by the City Council and Glasgow Housing Association in the demolition of the Red Road Flats and creation of 300 new build housing units on a site on Rye Road in Barmulloch and BCDC will act to ensure that maximum benefits are derived for the local community, with the new facility providing them with a fit for purpose base to sustain the organisation for decades to come.