



Govanhill Baths Community Trust

Phase One - Front Suite Development

Business Plan

December 2010



Govanhill Baths Development Phase 1

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EXECUTIVE SUMMARY

Govanhill Baths Community Trust (GBCT) is driven by a value in equality and social justice. This proposal seeks to make a positive contribution to overcoming the inequalities manifest in Govanhill through the promotion of skills development, employability and social cohesion. We currently employ three people and have forty active volunteers. This proposal aims to build on this current work and is grounded in community led research on existing assets and perceptions together with capacities available in the people and the environment.

The proposal is a derivative of the original plans described in a Business Plan for the conversion of the Govanhill Baths into a Wellbeing Centre which was submitted to the council by the Trust in December 2008. That plan, costing at £12.5M, included the refurbishment of the three swimming pools, the provision of a range of community facilities and a new build to the rear of the baths in Kingarth Street incorporating retail outlets, work spaces and a crèche facility. Economic circumstances led to the curtailment of those plans although the ambition to deliver it over a period of 7 years remains. This is the first Phase of that programme involving the creation of a work and community space in the front suite of the building.

Vision

Govanhill Baths Phase One Development will provide a social and learning space which is valued by the range of people who live, work and visit this dynamic and diverse locality. This space and opportunities provided have been developed in response to the interests, cultures and imaginations which already exist in the area. Our overarching focus is the promotion of health and wellbeing (see appendix 1) through employment and vocational learning. Our practice is premised on the 'social model of health' which takes a holistic view of health as it connects to all aspects of our physical, intellectual and spiritual lives.

Background

Govanhill has received a great deal of attention from public sector organisations and the media in recent years. The focus has mostly been on issues of crime, poor environment and slum landlords. Our assets consultation 'Govanhill: What the people say!'¹ has provided us with baseline information on current needs, interests and resources which can be developed to promote the social, environmental and economic development of the area. This study shows that while people living in the area are very much aware of the issues, there is also a strong view that if Govanhill could harness its resources, these problems could be addressed. This proposal which connects learning, employment skills and well-being aims to build on existing resources while addressing some of the concerns.

As a high profile community based organization which has successfully developed social enterprises and a host of community events, we are well placed to deliver this programme. We have an extensive volunteer base and have supported a number of people into work as well as providing employment. This venture will enable us to expand our programme and increase the benefits for people living in Govanhill.

1 Lynch, H. (2010) *Govanhill; What the people say?* Glasgow, Govanhill Baths Community Trust

Leadership

This proposal has been developed by the GBCT and is led by its board. However, its development includes the practical support and advice of a wide range of public and voluntary sector partners. These include, Govanhill Housing Association, Govanhill Community Development Trust, Glasgow Development and Regeneration Services, Glasgow South East Regeneration Agency, Glasgow Community Planning Project, Community Health and Care Partnership, the Schools of Architecture and Social Science at Strathclyde University, NORD Architecture and City Property Glasgow.

Mission and Objectives

Our mission as laid out in this proposal is to develop the front suite of Govanhill Swimming Pool (see drawings on page 16) as offices and a meeting space for our Centre for Community Practice and GBCT headquarters. The Centre for Community Practice is a partnership with Strathclyde university which benefited from initial revenue through the Scottish Government Third Sector Enterprise Fund. The CCP, which was launched in December 2009, is a social enterprise that aims to promote holistic regeneration through community based learning and research. In doing so we will expand our current programme and generate opportunities for the development of employment skills and confidence building of people who live in the Govanhill area. We will achieve this by delivering a programme of learning and events. We will also deliver a Continuing Professional Development programme which focuses on equalities and a consultancy service which enables participatory forms of consultation and evaluation.

Products and/or Services

We will provide the following services:

- Learning programme which focuses on basic employability skills.
- CPD – this will be delivered nationally in the field of equalities
- Access – In conjunction with the OU we will offer an elementary access programme
- Events – We will co-ordinate a range of community events of differing scale
- Research – In collaboration with our partners in Strathclyde University we will develop research projects in the field of urban design, sociology, regeneration and education
- Consultancy – We will offer a community led consultancy service for consultation and evaluation projects

Market Analysis

During 2010, our year of development, the following markets have emerged for different aspects of our work:

- It is clear from the responses to that we have received that there is an interest in our 'assets' approach to consultation and development. We have identified that other community organisations are interested in participatory forms of consultation and evaluation.
- Our collaboration with national partner BEMIS has shown that there is also a national interest in professional development in addressing inequality through an 'assets approach'.
- Over the past six months our events have been attended by in excess of 4000 people.

- There is a growing community use and interest in our space as a place for advice information and ideas exchange.
- Our pilot community programme was highly successful and this has generated further partnerships with community organisations that are interested in the development of the programme for their service users.

Social, Environmental and Economic Impacts/Benefits

Social – We anticipate the following range of social impacts from the expansion of our work:

- Increased sense of individual wellbeing, through improved skills and confidence
- Improved health through aspects of the community programme which support healthy cooking and food growing skills
- Improved feelings of connection to the wider community leading to great social cohesion
- Improved awareness between the different social and ethnic groups living in Govanhill

Economic – This programme is underpinned by an aim to increase available employment and employment skills for people living in the area. We therefore anticipate the following impacts:

- People who live locally will be employed as permanent and sessional staff
- Our programme includes a confidence building strand which aims to engage those who are furthest from the labour market and long-term unemployed in the development of employability skills
- Our volunteer programme will provide practical supported experience for those who wish to develop the skills to enter the labour market
- Our resource centre will enable people to make connections with other agencies who can support the further development of skills or progression along the employment pathway

Environmental – Our programme is premised on the ‘sustainable livelihoods’ approach, we therefore anticipate the following environmental impacts:

- Our community craft programme develops skills in reusing ‘waste products’
- Our community gardening programme will enable people to develop skills in developing available green space
- Our assets approach to consultation encourages other community groups to develop their own resources in a sustainable way

Finance

Our resource base is diverse and includes, enterprise, fundraising, sponsorship and voluntary labour. This flexible approach has enabled us to grow over the past decade and prove resilient even in times of widespread economic downturn. The Equally Well grant award has enabled us to plan the capital work in the Baths an expanded community programme. The space which this provides will then enable allow us to generate further income through events and a programme of community based learning.

Income

Phase 1 Income			
Equally Well	100000		
Scottish Government	12500		
Arts network	3614		
Cash Back	1200		
SCF	5000		
GGHB	1650		
Big Lottery	10000		
<i>Grants subtotal (conf yr 1)</i>	<i>133964</i>	<i>20000</i>	<i>20000</i>
Area Committee	8929		
Consultancy Income		25000	25000
Campsie Civic Trust	5400		
BEMIS	3500		
GSERA	2400		
Greenspace	10000		
Vocational programme (2, 12,	5000	30000	30000
Recreational programme	1000	6000	8000
Events	5000	8000	8000
Charity shop income	24000	26000	28000
Sales (produce)		1000	2000
Profit		9845.2613	5217.4183
City Property/Fire Alarm	5963		
Total	205156	125845.2613	126217.4183

Our income streams take the following forms:

- Enterprise - Our enterprise initiatives include, recycling through our charity shop, sale of designed produce, consultancy, vocational and recreational learning and events. All of the enterprise revenue with the exception of charity shop income and events is for projects which we have already successfully tendered. Charity Shop income, events and learning programme has been projected on the basis of previous performance.
- Grants - All of the grants listed are confirmed with the exception of the area committee grant. We are continually seeking to augment our enterprise income through fundraising and have had considerable success.
- Sponsorship - We have not indicated the monetary value of the considerable sponsorship which we receive from NORD Architects. We are in the process of seeking further sponsorship to improve the space and enhance our services

Expenses

Capital	Jan - Mrch 12	Apr 12-Mrch 13	Apr 13-Mrch 14
Capital refurbishment			
Office space conversion	9002		
Reception Area	8071		
Window repairs	6578		
Plumbing works	5500		
Joiner work	3805		
Electrical works	6054		
Fire Alarm Intruder system	6305		
Fire Alarm remainder of	5963		
contingency 5%	3000		
Total	54278		
Revenue			
Salaries			
Management	44233	35387	35387
book keeping	1312.5	1050	1050
Administration	9600	9600	9600
Charity shop manager	10080	12000	12000
<i>subtotal</i>	<i>65225.5</i>	<i>58037</i>	<i>58037</i>
NI 12.8%	8348.864	6964.44	6964.44
Pensions 6%	3913.53	3482.22	3482.22
<i>subtotal</i>	<i>77487.894</i>	<i>68483.66</i>	<i>68483.66</i>
Professional Fees	3000	1000	1000
Sessional staff Fees	12000	12000	12000
Volunteer Expenses	1800	1800	1800
travel and subsistence	4000	2000	2000
<i>subtotal</i>	<i>98287.894</i>	<i>85283.66</i>	<i>85283.66</i>
Charity Shop Rent	6300	6300	6300
Power	4200	4200	4200
Tel/broadband	1400	1400	1400
Water rates	1000	1000	1000
Insurance	1700	1700	1700
Equipment	8929	3000	1500
Office sundries	1000	1000	1000
Materials (arts)	3000	3000	3000
Materials (Food)	3000	3000	3000
Materials (Garden)	500	500	500
Catering (CPD)	1000	1500	1500
Marketing	4000	3000	3000
Subtotal	134316.894	114883.66	113383.66
Contingency 5%	6715.8447	5744.183	5669.183
Total	141032.7387	120627.843	119052.843
Total including capital	195310.7387		

GOVANHILL BATHS DEVELOPMENT PHASE 1

INTRODUCTION

Govanhill Community Baths front suite development will provide a social locus for Govanhill. The space and activities offered will generate informal networking opportunities which bridge social and cultural divides. It is the first Phase of the original £12.5M Business Plan to regenerate the whole complex into a Wellbeing Centre. It has been developed as a medium-term project in the light of the downturn of national and international finances. It is driven by the clear need identified by local and national politicians and a growing constituency of local people and organizations (voluntary and statutory including our own) who are determined to challenge ongoing and existing levels of deprivation and contribute to the development of social cohesion in general. (See 3 MISSION)

The substance of this plan has been developed through rigorous community consultation and review by other agencies active in the area. We have conducted a number of consultations which have enabled us to connect with the variety of individuals and communities who live in this area of 15,000 people. These consultations provide information on needs, interests and aspirations on an individual and community level. We are members of the two agency networks, Govanhill Community Action (GOCA) and Govanhill and Pollokshields Integration Network (GPIN). GOCA² has recommended that we receive £100k of the Equally Well community engagement fund to develop this plan. We have also been awarded grant funding through GPIN to develop aspects of the proposal linked to integration.

This extensive consultation has informed our focus on the programme content as the most relevant areas of work to be done that will incorporate the different communities living in Govanhill. Our approach is one of 'social enterprise' where we aim to generate income through commercial sources as well as service delivery of public services.

Our customers will include people who live and work in the wider Govanhill area and visitors to the city. We will also generate products and services which will be sold across the city and beyond. All of our work is underpinned with value in the promotion of wellbeing, and environmental sustainability. Our notion of "health and wellbeing" is attached in Appendix 1.

1. VISION

The Govanhill hosts a wealth of cultural and human resources generated by its dynamic history. The waves of people from differing cultural and social backgrounds who have moved into area over the past 50 years have brought an exciting mix of produce, practice and knowledge. We envisage Govanhill as a place which utilises this range of resources for the benefit of all who live here. This involves accessible and relevant opportunities for employment vocational learning, and enterprise.

Govanhill Baths Phase One Development will provide a social and learning space which is valued by the range of

² GOCA is a network of 25 voluntary sector agencies which formed in August 2009 to strengthen the voluntary sector and improve coherence and communication across the agencies working in the area. GOCA was tasked with submitting proposals for the 200K Equally Well community engagement fund.

people who live, work and visit this dynamic and diverse locality. The space and opportunities provided as mentioned above have been developed in response to the interests, cultures and imaginations which already exist in the area. Our over arching focus is the promotion of health and wellbeing through employment and vocational learning. Our practice is premised on the 'social model of health' which takes an holistic view of health as it connects to all aspects of our physical, intellectual and spiritual lives.

“Health (life) promotion is the process of enabling individuals, groups or societies to increase control over, and to improve their physical, mental, social and spiritual health. This could be reached by creating environments and societies characterised of clear structures and empowering environments where people are able to identify their internal and external resources, use and reuse them to realize aspirations, to satisfy needs, to perceive meaningfulness and to change or cope with the environment in a health promoting manner” (Eriksson and Lindström, *Journal of Epidemiology and Community Health* 07;61:938-944).

A key aspect of wellbeing is the ability for self-determination. As this connects with being able to provide for oneself, employment and employability are central to our programme. Our facility will directly provide employment for people living in the area and will also provide volunteering and vocational learning opportunities which increase employability. The 'space' will draw people together and promote social exchange alongside individual and collective learning both formally and informally. Participation will be at the core of this development which will adapt and progress through the initiative and inspiration of those who use it. Services and activities will be relevant and accessible to those who have low incomes and/or who face inequalities linked to gender, ethnicity, disability age and health.

2. CONTEXT

Govanhill has always attracted new migrant communities. Its affordable housing and proximity to the city centre make it a desirable place to stay for those who are new to the country. Significant waves of migration include Jewish, Irish, South Asian and most recently Eastern European.

This wealth of cultural history has brought a rich and dynamic quality of experience for those who live here. However, tensions and conflict have merged where lifestyles clash and there are no meaningful mediation mechanisms. Many people including those whose association with the area goes back generations face challenges of poverty, worklessness and poor health. The struggle to address slum-housing conditions has led regeneration activity for the past 30 years. While much has been achieved this task is not yet complete and many people describe the area as 'in decline'.

The closure of Govanhill baths in 2001 has become a symbol of this perception of decline and alienation from political process which people describe. Our recent study of the Black and Minority Ethnic Community's reaction to the closure further confirms this alienation³. The Community Assets⁴ consultation showed that for many the persistent

3 GBCT Publications (2009) *Healthy Living and the Impact of Closure: Reaction to the closure of Govanhill Baths by the local Black and Minority Ethnic Community*. (Executive Summary attached Presented to British Sociological Society May 2010. See also 6. Markets p.22

4 Idem p.4

closure of the baths despite a strong public campaign is evidence of their disenfranchisement from public process. The Govanhill Baths Community Trust (GBCT) formerly 'Save our Pool' has been active for over nine years with an aim to bring Baths back into public use. Its fundamental mission enshrined in its Articles being to,

“ Re-open, preserve and conserve Govanhill Pool (designated a List B building by Historic Scotland (1992) as, Calder Street, Kingarth Lane, Calder Street Public Baths And Wash House, according to the conditions as set out in the Recreational Charities Act Section 1 (1958) and in order to; promote the conservation, protection and improvement of the physical and natural environment for the inhabitants of Govanhill Glasgow and the surrounding areas in particular and to promote educational, recreational, sporting and social facilities for the needs of the public.” Charitable Status Purposes (2005)

Members are representative of the wide range of existing race, age, gender and concomitant social experience evident in the local population.

While the campaign began as a protest to Council actions in recent years campaigners have forged strong relationships with public sector agencies. Shaped by the variety of people involved the endeavor has become much more about the social regeneration of the area with the re-opening of the Baths as a shared common goal. Public and voluntary sector agencies which recognise the iconic status of the baths and of its viability as a positive change agent have provided practical support to develop this plan. Alongside GOCA and GPIN we have been working with Govanhill Housing Association, Govanhill Community Development Trust, Glasgow Community Planning Partnership, Community Health and Care Partnership, Strathclyde University Schools of Social Science and Architecture, NORD Architecture and City Property, Glasgow.

2.1 Govanhill Baths Community Trust Enterprise Activity

Govanhill Baths has contributed in a variety of ways to the local economy and employability of local people since its formation as a Trust in 2006. These enterprises have been nourished from ideas through to realization.

2.1.1 The Charity shop

The charity shop was born out of boot sales! After the submission of our first Business Plan in 2006 the idea of a GBCT Charity Shop was born out of the frequent weekend "Friends of Govanhill Baths" stalls mounted at the Polmadie weekly boot sales. These were so successful and generated so much interest in the Project to re-open the baths, as well providing an outlet for the sales of our own merchandise (T Shirts, shopping and swimming bags, T Towels etc) the idea of our own shop became a natural next step. Our own market research in particular clearly indicated that whilst a number of national and other Charity shops existed in Govanhill they were frequently too expensive and not always welcoming to people with little money to spend. Also, our research indicated that a Charity Shop to support local people on a visible and worthwhile venture that would provide for the whole community; recreation, healthy living, exercise and wellbeing generally, would be welcomed and most certainly supported.

Elaine C. Smith kindly agreed to open the shop on August 23rd 2007, not only this, to the delight of visitors and GBCT "Friends of the Baths", she spent a whole afternoon "working the till" which helped towards the £1,000 of sales that day.

Thus it became our first “serious” enterprise activity, our contribution towards growing the local social and business economy and we were fortunate to acquire premises a few meters from the baths at 76 Calder Street. The shop was not only a response to the Trust’s determination to raise funds for its various activities but was also to assist local people who we knew, given the existing deprivation statistics (e.g. Scottish Indicators (31) of Multiple Deprivation), could and would benefit from a regular flow of recycled household and other goods.

Our plan from the outset was the provision of opportunities for developing retail management and related employability skills for local people as well as voluntary work that would lead to those skills where appropriate or desired.

The Charity Shop has been running for three and a half years and has been growing from strength to strength. It became apparent in the first year that the shop was too small for the quantity of donations made, the high number of customers and the shop’s clear popularity with volunteers. We are open 6 days a week and currently have 16 volunteers of whom 10 are from not from English speaking backgrounds. We have the highest number of “ethnic minority” volunteers within the area in one “retail” establishment. Three of our volunteers have gone into employment and two into full time education. We have had a waiting list of people who wish to volunteer to work in the shop since we opened in 2007.

Since opening it has continued to be highly successful financially, with profits increasing year on year by some 20%. This provides funding for a range of the Trust’s activities and the shop acts as a “base” for publicising what the Trust is doing overall – e.g. a distribution point for our regular “Poolside Guardian” Newsletter.

The shop is now a thriving hub of activity representative of the diversity of Govanhill. It is popular for being the cheapest and best value charity shop in the area and is visited regularly by many elderly people and recently arrived Roma and other migrants. It also operates as a hub for people wanting to access information about services in the area - because of the “ethnic minority” diversity of our volunteers there is always someone able to interpret! The shop manager speaks 5 languages. Interpreting skills for Roma people is an important aspect of the shop’s work.

It has also run a free soup kitchen and grocery bag service twice a year for three years which has been hugely popular with the recently arrived Roma population in the area. The last soup kitchen took place on Christmas Day 2009 and served approximately 105 cups soup and bread. 15 large bags of basic grocers and blankets were also distributed. The Co-operative has been a regular sponsor of this event as have been local green grocery stores.

The Charity shop also runs a textile-recycling programme and takes in community members’ unwanted textiles that cannot be either sold or re-used. It separates them appropriately and sells them to a recycling service. We have found a huge demand for this service and it also adds, not inconsiderably, to our income.

It is almost a social centre in itself where many people meet and chat as they browse (and haggle!) over our wide

range of goods. We are continually astonished by the amount of goods local people contribute – the flow is endless. In three years we have never needed to advertise for donations.

The Trust is expanding its Charity Shop/Textile Recycling Centre, as it builds a retail presence in the community. It has acquired new rented premises on the main street, Victoria Road, in Govanhill and is rebranding as the “Govanhill Baths Emporium”. It has generated enough income to employ a full time manager, two assistant managers and 15 volunteers. It is in desperate need of expansion as the premises are too small to accommodate the level of donations and the volunteers who assist in the shop. The newly acquired premises are due to the good offices of the Glasgow City Council Department of Regeneration Services who first informed us of their availability (for sub-lease from the Council) and supported our successful application under charitable status for them. Full refurbishment is currently taking place with a grant secured from the Big Lottery and considerable local voluntary contributions. Launch date for the new “Emporium” is 13th January 2011 at 12 noon.

Importantly the Charity shop provides training and learning opportunities. It operates as a stepping-stone to employment for asylum seekers and refugees as well as indigenous local people, providing them with the opportunity to work in a safe and supportive environment.

Our volunteers learn new social skills including conversational English where necessary. Some of them have gone on to further education and employment as well as further volunteering activities within the community.

The new and expanded charity shop will provide further volunteering opportunities with concomitant benefits as indicated above. As indicated above, we currently have a waiting list of volunteers and we work closely with the volunteer centre to identify local people who wish to volunteer.

Many of our shop volunteers are encouraged to take part in our other volunteering opportunities as well as paid opportunities. 11 charity shop volunteers were trained in 2008/9 to undertake research as part of our Scottish Action Research Fund (SCARF)⁵ sponsored study, research into The report was launched by the Scottish Parliament’s Deputy First Minister, Minister for Wellbeing, Nicola Sturgeon. Many of our volunteers are also active in other work we do such as during our annual Doors Open Days event, our regular ‘Friends of Govanhill Baths’ meetings and our recent (2010) Refugee Week, Sonic Soak and Streetland events. These activities have helped them to engage more fully and effectively with the community, have assisted their “integration” where necessary and appropriate and have helped instil a sense of pride in the local community. In so doing they have contributed to the development of social cohesion central to the Glasgow City Council’s and government’s equality policies.

The Charity shop currently has a very high profile in the area precisely because its staff is representative of the community and it provides good quality goods at highly competitive prices! The expansion of our shop and its new location will provide further opportunities for us to sell/donate more goods to those in need as well as provide further opportunities for people to volunteer in the shop. There are very few opportunities for asylum seekers and refugees or new immigrants to gain new skills through volunteering in the area. As indicated above, other charity shops have few, if any people from “ethnic minority” backgrounds volunteering.

5 Idem p. 8

The new “Govanhill Baths Emporium” will mean that the shop will be able to open an extra day with longer hours increasing our earnings which will allow us to take on more staff with a new P/T paid assistant shop manager. Govanhill has huge unemployment with over 40% of those of working age currently not in employment, education or training.

The new shop will provide local artists and crafts people involved in the Govanhill Baths Art and Regeneration Team (GBART) with the opportunity to sell and promote their work. Govanhill has a large artistic community which has been hugely supportive of the campaign to reopen Govanhill Baths as was evident in the recent activities during refugee week, which attracted some 500 people.

Our aim is to expand the charity shop according to local needs. We have always been in profit and we are confident that the new larger shop front and the increase in new and used goods that we sell will attract more custom and will increase our turnover.

Our monitoring of local charity outlets and research into work done in other places in similar contexts indicate both a need for and potential of new services that we plan to develop at the “The Emporium”. They are;

1. Tailoring and alterations
2. Sewing skills training for volunteers
3. Recycled art (training volunteers to convert unused goods into retro clothing and household items)
4. Refurbishing donations (rather than recycling, we will clean and mend quality goods)
5. Increased use of Ebay sales
6. A gallery space for local artisans and artists

The Charity shop is “organically” related to the opening of the front suite of the baths. We believe that both the social and economic base that has been and continues to be grown through its existence and development provides a valuable “link” to the proposals we are making in this Business Plan for Phase 1. Its existence in Victoria Road will readily enable us to direct our shop customers to the new CCP and GBCT Centre in the baths building itself. In so doing it will provide a further opportunity to ensure that the project overall will in fact provide paid employment and voluntary work for a significant number of local people and make a real contribution to all aspects of the social and business local economy - building on the “assets” that already exist and have been clearly identified in the CCP asset Mapping Study.

2.1.2 Centre for Community Practice (CCP)

The Centre for Community Practice is a partnership with Strathclyde University which benefited from initial revenue through the Scottish Government Third Sector Enterprise Fund. The CCP, which was launched in December 2009, is a social enterprise that aims to promote holistic regeneration through community based learning and research.

The CCP space provides an office venue for the GBCT. It employs a manager and an administrator. Over the past year the CCP has employed ten people on a sessional basis and twenty volunteers. It has successfully developed the following five areas of work:

- Consultancy – The centre offers a consultancy service and has successfully tendered for several community consultation action research projects since being launched.
- Community Resource Centre – with its central location the centre is ideally suited for providing information to people living in the area. We provide two drop-in services; a job club in partnership with GSERA and a 55+ afternoon. We run an ongoing series of exhibitions which are open to the public and participate in community events
- Continuing Professional Development – We have registered as a Branded learning Centre and have been commissioned by BEMIS (Black and Ethnic Minority Infrastructure Scotland) to develop a series of professional development courses around, citizenship, equalities and regeneration. These courses will be delivered in the new-year across the country. We are currently seeking ILA approval to ensure that they are accessible beyond the duration of BEMIS funding.
- Community Learning – We have successfully delivered a series of taster learning sessions across, language, cookery and gardening. We are in the process of developing a more extensive programme on this basis of what was learned through the pilot. We are working in partnership with Govanhill Youth Project to develop a youth festival and youth learning which targets young people who do not engage with other services. We are working with the Arches Theatre on a project involving older people, oral history and film.
- Research – We have developed a number of research projects with our partners in Strathclyde University. We successfully undertook an assets mapping consultation which has informed the development of this plan and our programme. We currently have an active bid to the AHRC (Arts and Humanities Research Council) with partners DRS, Department of Planning and Glasgow Centre for Population Health. This is an urban design project which explores physical and social development possibilities for Alison Street.

This CCP has developed these activities in a small shop front in Calder Street. This Phase One plan proposes that the CCP move in the Front Suite of the Govanhill Baths building. This will provide space for the further development of activities as well as the benefits of the use of the building.

3 MISSION

Our long-term mission is to bring the baths back into community use in their entirety. In doing so we aim to contribute to the social, economic and environmental regeneration of the area. We recognise that this is an ambitious aim. We acknowledge that the current financial climate alongside the closure of a number of relevant funding streams such as ERDF, Town Centre Regeneration Fund and the Climate Challenge Fund make the development of major capital projects more difficult. While we recognise that there remains a huge desire for the re-instatement of the pools we propose a phased approach to Govanhill Baths development. This will ensure that we are able to give each stage the attention that it needs to thrive. It will also allow us to plan developments in response to current community needs in relation to the changing financial and political context.

3.1 Phase One

The first phase entails the development of the Front Suite of the baths (See Drawing on page 16) to accommodate the Centre for Community Practice and the GBCT head quarters.

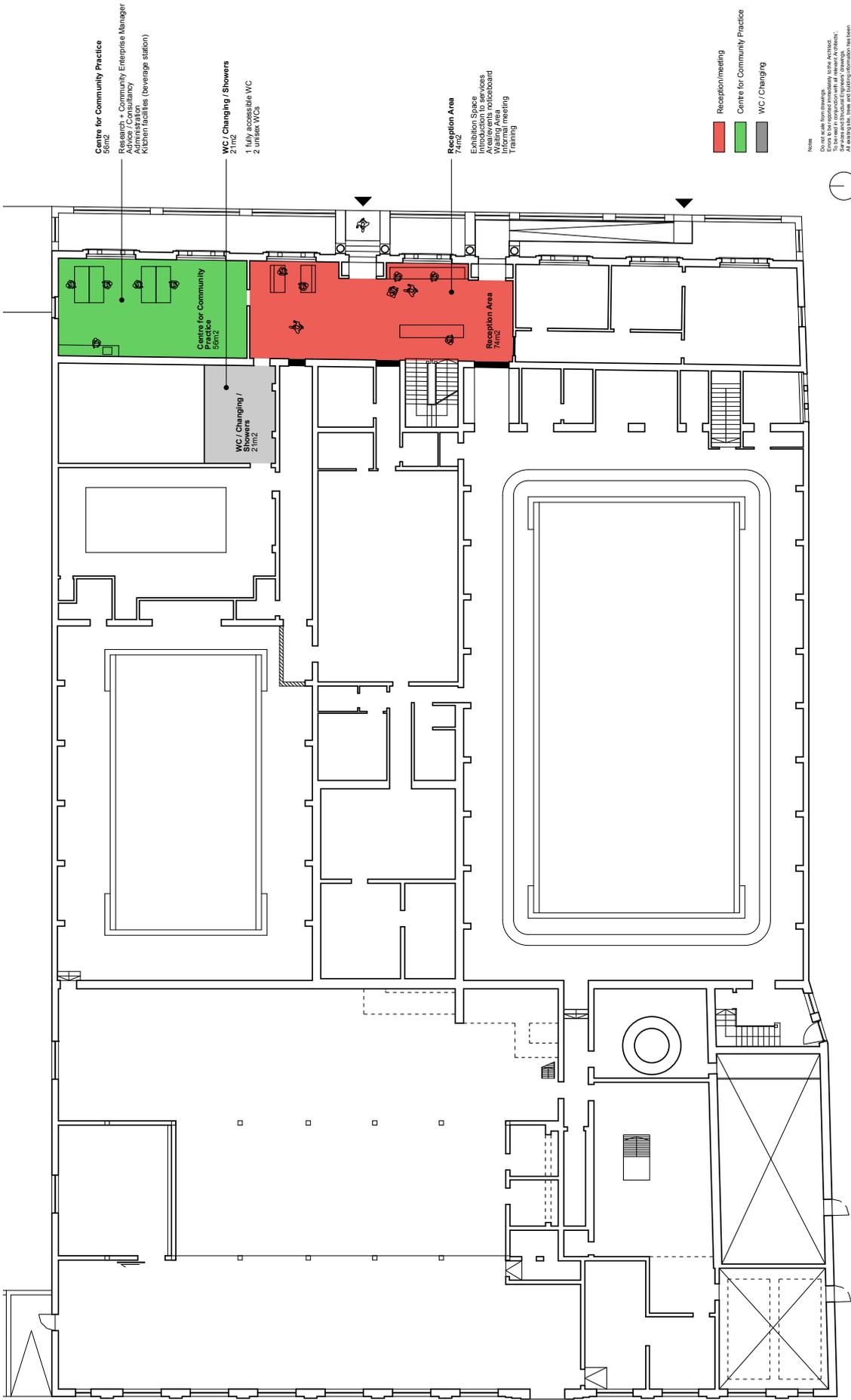
Our objectives for this three-year period are to:

- Provide temporary employment for a minimum of twelve people
- Refurbish a section of the Front Suite making it safe and accessible to the public
- Instate the Centre for Community Practice in this space
- Develop the existing programme of the CCP (See above) to reach more people
- Explore a further set of enterprise initiatives which could be developed in different spaces within the baths building
- Develop our volunteer programme in conjunction with GSERA to accommodate a wider range of people
- Develop our links with partners to extend our CPD, vocational learning and community learning programme
- Work toward the expanded development of the baths in response to community needs and interests
- Develop a fundraising strategy with partners to extend the programme and capital work
- Work collaboratively with our Charity Shop enterprise in the nurturing and development of individual skills (e.g. in jewelry making, painting, sculpture, reporting on gardening and culinary processes) that will enable/promote sales in the Charity Shop.

This capital and programme elements of development in this Phase will be supported by £100K of Equally Well Funding. We have been granted this through a rigorous community driven funding allocation process led by GOCA, the South East CHCP and Govanhill Neighbourhood Management Team.

This first phase development will enable us to:

- Expand our existing enterprise activity
- Provide more opportunities for employment
- Provide more volunteer opportunities
- Develop new enterprise initiatives which can be housed in the Govanhill Baths building
- Develop stronger partnerships which enable us to make substantial capital funding bids to Big Lottery, Historic Scotland, Heritage Lottery Fund and other identified funders



FOR INFORMATION

Project Name	Govanhill Baths	Project No.	05011
Client	Govanhill Baths Trust	Architect	NORD Architecture
Site Address	100-102	Scale	1:500
Client Contact	01542	Date	11/11/11
Architect Contact	01542	Project Status	Proposal Diagram
Project Reference	05011	Project No.	05011

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Centre for Community Practice Development

3.2 Future Phases

Our consultations and specifically our most recent asset map provide the basis for our current work, we hope to use the resources which we have been granted to explore and develop a future for the Baths as a community asset in Govanhill. This will involve establishing the feasibility of different enterprise initiatives based within the building. We will explore these possibilities through the methods outlined below:

- Programme development – Our programme plan has been informed by recent consultations which have indicated a wide interest in areas of; cooking, arts, the environment and community gathering. Through the establishment of learning and social activities in these areas we will develop plans for further enterprise initiatives.
- Consultation and Market research- We will undertake consultations and specific market research which enables us inform the development of an enterprise approach.
- Partnership Development – We are developing active partnerships across different areas in order to realise our objectives for this plan. These partnerships will inform future expansion of the building and programme. We are also working with the Govanhill Housing Association management committee to form a consortium approach to the development of future plans and funding bids.
- Fundraising – We have initiated positive conversations with a number of funders with a view to making major bids for the capital refurbishment of the baths. These funders include; Big Lottery, Historic Scotland, Architectural Heritage Fund, Heritage Lottery Fund, Robertson Trust, Biffa and Esme Fairbairn. We aim to deepen our relationship with these funders in alignment with partnership, programme and enterprise development in order that we can make robust applications.

4 GOVERNANCE

The business plan has been developed by Govanhill Baths Community Trust Board, GBCT Centre for Community Practice manager and Alan Pert of Nord Architects. This core group has taken advice from an advisory panel which includes Glasgow South East Community Planning Partnership, Glasgow South East Community Health Care Partnership, Glasgow Development and Regeneration Services, City Property, Govanhill Housing Association and Govanhill Community Development Trust.

As indicated above we are working with Govanhill Housing Association and Govanhill Community Development Trust. They are the leading regeneration agencies in the area and have been supportive of the broad aims of the community to see the baths re-opened since they were closed ten years ago. Not least they have significant experience of the challenges of refurbishing historic buildings in the form of their office space in Samaritan House. Since we became a charitable trust 5 years ago they have offered us a range of practical and advisory support including the development of our Business Plan for the whole Project (December 2008, where they sat on the planning team for some 9 months) and funding applications. They have continued to offer advice and support as we develop this Phase 1 Business Plan. In respect of this Plan we are exploring a potential for a partnership with them as well as GOCA in order to create appropriate structures that will strengthen the overall development and delivery of the project.

5 PHASE 1 – CENTRE FOR COMMUNITY PRACTICE (2-3 YEAR PLAN)

The following provides detail on how we aim to develop the CCP in the coming 2-3 year period. The first 15 months of this phase involves community engagement which will inform the development of activities and partnerships and will provide the basis for future work.

5.1 Capital development

For this phase we will refurbish a section of the front suite (See drawing p15). This provides offices space and two multi- use spaces from which we can deliver a programme of activities, learning and events. This also involves the partial restoration of the toilet block including disabled provision. See Finance section 8 for costs.

5.2 Services

Our services aim to promote wellbeing and holistic regeneration for everyone living in Govanhill and surrounds through the provision of a programme of activity that also targets people who face the deepest inequalities and are furthest from the labour market. We have developed our approach in cognisance of the work of other successful enterprises active in the country. These include Seedley and Langworthy Trust Social Research and Development Consultancy (Salford), The Goodwin Trust (Hull), Coin Street (London) and The Engine Shed (Edinburgh).

5.2.1 Learning

The learning programme covers three distinct areas of activity

Confidence building- this programme involves creative activity and use of technology to promote confidence. It is aimed at those furthest from the labour market. We are currently working in partnership with local care providers for people with mental health, homelessness and addictions issues (Talbot Association, Simon Community, Carr Gomm and Quarriers), youth (Govanhill Youth Project) and older people Multicultural (Elderly Care Centre) to develop this strand of work. During year one we will develop this programme through a variety of taster sessions using different approaches which include, computer skills, photography and film making. We will submit these for ILA accreditation and continue to deliver in year 2 and 3.

We will continue to build our partnership with GSERA to develop referral and commissioning opportunities. In parallel with the taster sessions we will develop partnerships with colleges such as Langside and the Nautical College to enable participants to identify progression routes.

Continuing Professional Development – We have been commissioned by BEMIS (Black and Ethnic Minority Infrastructure Scotland) to develop a series of professional courses in equalities, citizenship and regeneration. We will pilot these courses during year 1 and then go on to deliver these across the country in years 2 and 3. BEMIS is a national body funded by the Scottish government with an extensive network of agencies and practitioners working in the field of race equality. We will also explore partnerships with other national agencies that we are linked to such as the Scottish Refugee Council and Oxfam.

Access Programme – In partnership with the Open University we will provide opportunities for local people to undertake funded access course across a variety of subject areas. The OU will provide funded individual and group sessions.

5.2.2 Research

We are currently working on research bids linked to sustainability and technology and planning and environment with partners University of Strathclyde Departments of Architecture and Sociology, Urban Lab, The Centre for Population Health and DRS. These projects promote knowledge exchange and have the potential to bring further funding into Govanhill to support public sector services.

5.2.3 Events

We will extend our regular events which include cultural exchange, celebration of heritage and involvement in wider community events such as Govanhill Festival, Southside Festival, Refugee Week and International Women's Day. We will also continue to generate our own events which include, music, arts and Streetland (Govanhill street festival). Over the past six months we have organised six major community events which were attended by over 4000 people and through which we raised in excess of £6000. These events also provided volunteering opportunities for 80 people. We are currently working with Govanhill Youth project to organise a youth festival in the Summer months.

Through the course of year one we aim to establish a strategic approach to events planning which allows us to increase their financial as well as community benefit.

5.2.4 Volunteer Programme

The CCP will develop its existing volunteer programme in line with the new government employment programmes. It will continue to focus on the need to engage members of the minority communities as is the case in the development of the Charity Shop (see above). This will allow volunteers to develop skills in a supportive environment and also generate income for the CCP. We currently work in partnership with GSERA and the volunteer centre and intend to build on these relationships.

5.2.5 Community Resource Centre

Our current location in Calder Street makes us a natural community hub. We have a constant stream of local people with enquiries. We intend to develop this aspect of work through the provision of more information and drop in activities such as the job club and the 55+ afternoon. This function enables us to have a deep and current understanding of community issues in order that we can respond to these. It also enables us to promote our programme widely.

As members of GOCA and GPIN (Govanhill and Pollokshields Integration Network) we can sign post people to relevant agencies for support.

5.2.6 Consultancy

This area of activity generates income and enables us to develop networks across the country and practice our community led approach to consultation, evaluation and engagement. We have the capacity to tender alone or in collaboration with relevant partners. The CCP is also an associate member of DTA Scotland's (Development Trust Associations) consultancy known as the POOL. The Centre has a steering group that comprises members of the GBCT Board

and professors from the Schools of Architectural and Applied Social Science at Strathclyde University.

6 MARKETS

Through this three year plan we intend to build on the markets which we have already established in conjunction with our partners. We also intend to scope the potential for developments in other areas of the building.

6.1 Consultation

6.1.1 Local

In order to develop the strands of work which are local to Govanhill we have under taken various consultation exercises. In the past these have focused on the reopening of the baths as a wellbeing centre with functioning pools (SCARF 2009)⁶. It is clear that there is a huge community commitment to this. Our most recent community consultation⁷ provides baseline information on how the widest range of people living in Govanhill view their assets and resources. This focus on assets development as a means of regeneration and addressing inequalities, particularly those of health, is widely acknowledged and has formed a focus for Dr Harry Burns'⁸ Annual Report, November 2010. He compares the rates of health improvements in Scotland with those of Eastern Europe and notes that Scotland is falling behind these countries.

He points to the similar socio-economic conditions and suggests that political change towards more democracy in these countries had sparked health improvements because people felt more in control of their own lives. He also argue that, "unless Scotland learns it seems likely that we will miss an opportunity to make our own step change in health".⁹

Scotland, he goes on to argue, had tended to focus on what was wrong with people in deprived communities and doing things to them in a bid to improve their health, instead of focusing on their existing assets. During recent years, however, he said he had been very struck by the way community projects had enabled people who had been marginalised and addicted to drink and drugs to find their own strengths. This, he said, had led them to improve their health themselves. Critically he urges that, "We need to develop an approach to health improvement that does much more to unlock the assets within individuals".¹⁰

All this we believe should be set against the relatively recent study (2008) by the Scottish Government that concluded;

"health inequalities remain a significant challenge in Scotland; the poorest in our society die earlier and have higher rates of disease, including mental illness; that individual factors such as age and race interact with socio-economic status and low income to create health inequalities; and radical action is needed to address these inequalities".

6 Idem p.8

7 Lynch, H. (2010) Govanhill What the People Say? (A qualitative survey of 400 people who represent the demographic range of people living in the area)

8 Chief Medical Officer for Scotland who has for some years emphasized the relationship between the existence and provision of community facilities and health

9 He gives the example of Katowice, a city in the South of Poland. In the 1980s, men in Katowice had an average life expectancy of 66 – four years less than men in the West of Scotland. By 2005 the gap had halved. Women in Katowice died two years earlier than women in the West of Scotland 30 years ago, but they now live longer.

10 See also, Helen Puttick, Health of Scots falling behind Eastern Europe, The Herald 17th November 2010

Consistent with the Chief Medical Officer's advice and research in this Annual Report, our main aim for our "Asset Mapping" consultation involving some 400 local people was that it should inform the areas of focus for our programme of learning and its various embedded projects. The key messages relevant to our development are that:

- There is a strong desire for a community space that is 'run by the community'.
- There is a wide interest in creative and culinary activity which is income generating. There is also an interest in creative activity as means of building confidence and social connections by those who face the deepest inequalities.
- There is a strong sense of community described by adults across the different social groups.
- Young people feel alienated from the 'sense of community; experienced by adults. This hinders their view of their own life prospects.
- Older people also feel alienated from this 'sense of community'.

These areas of interest have been strongly supported by GOCA who decided to recommend our Equally Well submission. Our plan for local work focuses on providing services which build on existing interests in ways which support people toward employment. We also aim to provide recreational and confidence building workshops for older people, young people and those currently living in care contexts in partnership with the organisations active in the area.

Our own study of some 230 members of the local BME community sponsored by SCARF¹¹ using local BME volunteers as researchers points in the direction of similar interests and developmental needs for the BME community in the context of the closure of the baths and the concomitant removal of recreational/social facilities. Some of the comments were;

"people like me who have very little money have suffered the most. It has made people frustrated. Most people I know don't go anywhere for social activities. Poor people are always suffering around here", (there is) "more crime, antisocial behaviour - people are angry, poor health"

(young people) "hang around streets more," "no place to spend their spare time, maybe they are involved in gang crime"

"for older people they need a place for their physical and mental well being but they can't travel far "

"single women often talk about having a place to go locally. We all tend to meet up at each other's homes ... not always convenient and there are limits to what you can do at home."

"people who are working full time or part time need a place where they can relax." older people said they "need a place for their physical and mental well being but they can't travel far."

11 Idem p.8

The baths building itself was affected as it has become: a “ghost house” ; “sad and derelict” and in a state of “disrepair and vandalised”

Pride and sense of community were affected

A key recommendation of the study being that

“The Local Authority in association with partner agencies of Govanhill Baths Community Trust should take steps to further develop a Learning Partnership and “Equality Plan” in Govanhill that builds the capacity of the local BME and wider community to conduct its own research whose conclusions, as of right, should be fed into the policy making and strategic process.

6.1.2 National

Our Consultancy and CPD services have a national reach. We have developed these in conjunction with national partners: Consultancy with DTA (Development Trust Association) and the CPD area with BEMIS (Black and Ethnic Minority Infrastructure Scotland). We aim to consolidate these partnerships during the first year and develop relationships with other partners in the following years.

Our affiliation with the University of Strathclyde allows us to develop research and knowledge transfer projects. The increased focus by Higher Education on Knowledge Exchange and Impact makes the centre with its multi-disciplinary focus an ideal partner. To this extent we are now developing projects with Urban Lab, DRS and Glasgow University department of Architecture. We have already submitted two major bids and are currently working on others.

6.2 Marketing Approach

When we move into the front suite we will promote this through the media. The wide public interest in the campaign should make the reopening of the building in collaboration with the Glasgow City Council via a licensing arrangement in the first instance, all be it partial, extremely newsworthy. We will use this opportunity to promote our range of services widely.

Area of work	Market	Approach
Learning - Confidence Building and employability skills	People furthest from the job market Older people	We are working with a range of partners to ensure that this programme is relevant and accessible to our target market. Partners will be involved in the dissemination of information and in some cases provide support for people to attend. Partners include, Talbot Association, Simon Community, Carr Gomm, Govanhill Youth Project, MECC and Nan McKay Hall). We are also working with GSERA who will refer clients to our programmes.
Learning - CPD	Professionals working with organisations who seek to challenge inequalities	We are in the process of developing this programme with BEMIS. In year one we will pilot this with BEMIS network. We will then develop this and deliver more widely with support from BEMIS and other national agencies with whom we are connected such as SRC, Oxfam and DTA.
Learning Access programme – delivered by the Open University	Our membership and the membership of our network of partners	In the first year we will target our own extensive network and the local networks GOCA and GPIN with whom we are affiliated. We will also publicise this widely across Govanhill
Events	The local community of greater Govanhill	We have run a number of very successful and well attended events through local marketing through our networks, social networks and local shops. We will continue with this approach
Resource centre	The local community of greater Govanhill	We will disseminate information door to door and through the press to establish our presence in Govanhill
Consultancy	Voluntary and statutory organisation across the country	We have successfully submitted tenders with DTA and will continue with this approach.

6.3 Competition

The following table indicates anticipated competition in our different areas of work and our distinguishing characteristics.

Area of Work	Competition	Distinguishing characteristics
Learning	<p>Colleges</p> <p>Other national agencies programmes such as CEIS or</p> <p>SCD</p> <p>Local agencies such as Glasgow Life, GYP, GSERA</p> <p>Other agencies seeking to recruit volunteers</p>	<p>Our confidence building programme is aimed at people who are not yet ready to move into a structured college environment. We are developing links with colleges in order that participants can progress.</p> <p>Our CPD programme is being developed for a specialist market and in partnership national agencies who understand the needs of their network.</p> <p>Our programme will complement the work of Glasgow life and GYP around adult learning and youth work. There is also a greater need than these organisations have the capacity to fulfil. We are developing a programme which aligns with the employability outcomes of GSERA which they can refer their clients to.</p> <p>We have been very successful in attracting volunteers who are interested in the activist origins of the organisation. We will also provide a varied programme??</p>
Events	Other local community and commercial sector events	Our cultural and educational events are unique in the area and we have always exceeded expectations
Resource Centre	Local agencies such as Network House, Library, GYP	We attract members of the public as we are viewed as an organisation which has relevance across ethnicity and social group. People also respond our background as a community run organisation.

Consultancy	Established consultancy firms such as EKOS or AXIOM Universities	Our participatory approach to consultation has appeal to community organisations who relate to the practical origins of our experience. We compete well with universities as we marry the rigor and academic expertise associated with universities with practical skills in community development.
Research	Universities	Our set up as a partnership between different university departments and a community organisation puts us in an extremely good position to address increasing HE research priorities on ‘impact’ and ‘knowledge exchange’.

7 SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS

Social – We anticipate the following range of social impacts from the expansion of our work:

- Increased sense of individual well-being, through improved skills and confidence
- Improved health through aspects of the community programme which support healthy cooking and food growing skills
- Improved feelings of connection to the wider community leading to great social cohesion
- Improved awareness between the different social and ethnic groups living in Govanhill

Economic – This programme is underpinned by an aim to increase available employment and employment skills for people living in the area. We therefore anticipate the following impacts:

- People who live locally will be employed as permanent and sessional staff
- Our programme includes a confidence building strand which aims to engage those who are furthest from the labour market in the development of employability skills
- Our volunteer programme will provide practical supported experience for those who wish to develop the skills to enter the labour market
- Our resource centre will enable people to make connections with other agencies who can support the further development of skills or progression along the employment pathway

Environmental – Our programmed is premised on the ‘sustainable livelihoods’¹² approach, we therefore anticipate the following environmental impacts:

- Our community craft programme develops skills in reusing ‘waste products’
- Our community gardening programme with enable people to develop skills in developing available green space
- Our assets approach to consultation encourages other community groups to develop the resources which they have in a sustainable way

12 See *The Sustainable Livelihood Approach* (International Fund for Agricultural Development - <http://www.ifad.org/contacts.htm> - accessed 14.12.10) and, Department for Internationan Development - <http://www.nssd.net/references/SustLiveli/DFIDap-proach.htm> - accessed 14.12.10. Whilst developed for projects in developing countries in order to deal with “extreme” environmental and economic problems including natural disasters, the approach has been successfully applied for some years now by agencies such as OXFAM to address the needs of deprived urban and rural communities in the UK. The sustainable livelihoods approach is broad and encompassing. It can, however, be distilled to six core objectives. DFID aims to increase the sustainability of poor people’s livelihoods through promoting:

- improved access to high-quality education, information, technologies and training and better
- nutrition and health;
- a more supportive and cohesive social environment;
- more secure access to, and better management of, natural resources;
- better access to basic and facilitating infrastructure;
- more secure access to financial resources; and
- a policy and institutional environment that supports multiple livelihood strategies and promotes equitable access to competitive markets for all.

Our resource base is diverse and includes, enterprise, fundraising, sponsorship and voluntary labour. This flexible approach has enabled us grow over the past decade and also prove resilient even in times of widespread economic downturn. The Equally Well grant award has enabled us to plan the capital work in the Baths and allowed an expanded community programme. The space which this provides will then enable allow us to generate further income through events and a programme of community based learning.

Phase 1 Income			
Equally Well	100000		
Scottish Government	12500		
Arts network	3614		
Cash Back	1200		
SCF	5000		
GGHB	1650		
Big Lottery	10000		
<i>Grants subtotal (conf yr 1)</i>	<i>133964</i>	<i>20000</i>	<i>20000</i>
Area Committee	8929		
Consultancy Income		25000	25000
Campsie Civic Trust	5400		
BEMIS	3500		
GSERA	2400		
Greenspace	10000		
Vocational programme (2, 12,	5000	30000	30000
Recreational programme	1000	6000	8000
Events	5000	8000	8000
Charity shop income	24000	26000	28000
Sales (produce)		1000	2000
Profit		9845.2613	5217.4183
City Property/Fire Alarm	5963		
Total	205156	125845.2613	126217.4183

Our income streams take the following forms:

- Enterprise - Our enterprise initiatives include, recycling through our charity shop, sale of designed produce, consultancy, vocational and recreational learning and events. All of the enterprise revenue with the exception of charity shop income and events is for projects which we have already successfully tendered. Charity Shop income, events and learning programme has been projected on the basis of previous performance.
- Grants - All of the grants listed are confirmed with the exception of the area committee grant. We are continually seeking to augment our enterprise income through fundraising and have had considerable success.
- Sponsorship - We have not indicated the monetary value of the considerable sponsorship which we received from NORD Architects. We are in the process of seeking further sponsorship to improve the space and enhance our services.

Expenses

Capital	Jan - Mrch 12	Apr 12-Mrch 13	Apr 13-Mrch 14
Capital refurbishment			
Office space conversion	9002		
Reception Area	8071		
Window repairs	6578		
Plumbing works	5500		
Joiner work	3805		
Electrical works	6054		
Fire Alarm Intruder system	6305		
Fire Alarm remainder of	5963		
contingency 5%	3000		
Total	54278		
Revenue			
Salaries			
Management	44233	35387	35387
book keeping	1312.5	1050	1050
Administration	9600	9600	9600
Charity shop manager	10080	12000	12000
<i>subtotal</i>	<i>65225.5</i>	<i>58037</i>	<i>58037</i>
NI 12.8%	8348.864	6964.44	6964.44
Pensions 6%	3913.53	3482.22	3482.22
<i>subtotal</i>	<i>77487.894</i>	<i>68483.66</i>	<i>68483.66</i>
Professional Fees	3000	1000	1000
Sessional staff Fees	12000	12000	12000
Volunteer Expenses	1800	1800	1800
travel and subsistence	4000	2000	2000
<i>subtotal</i>	<i>98287.894</i>	<i>85283.66</i>	<i>85283.66</i>
Charity Shop Rent	6300	6300	6300
Power	4200	4200	4200
Tel/broadband	1400	1400	1400
Water rates	1000	1000	1000
Insurance	1700	1700	1700
Equipment	8929	3000	1500
Office sundries	1000	1000	1000
Materials (arts)	3000	3000	3000
Materials (Food)	3000	3000	3000
Materials (Garden)	500	500	500
Catering (CPD)	1000	1500	1500
Marketing	4000	3000	3000
Subtotal	134316.894	114883.66	113383.66
Contingency 5%	6715.8447	5744.183	5669.183
Total	141032.7387	120627.843	119052.843
Total including capital	195310.7387		

9 OPERATIONS

Opening hours

Our regular office hours will be 10 until 5.30pm when we will be open to the public.

We will open at additional times where there are meetings events or particular courses. Sessional staff will be supported by a member of staff or a board member.

9.1 Staffing

The staffing structure is based on a small core group of staff who deal with the development, management, administration and some aspects of delivery. Sessional staff will be contracted to deliver specific aspects of the programme where specialist skills are required or where permanent staff do not have the capacity.

The GBCT Board of Directors is extremely active and fulfils a number of practical roles within the Trust. Board members will work alongside the centre staff to develop and deliver specific strands of work. They will also oversee and take responsibility for strategic direction.

Core Staff

Manager

- Programme development - Over all programme development and management in conjunction with the Board of directors.
- Line Management of Administration staff
- Submission of tenders and undertaking consultancy work alongside management of sessional staff or volunteers involved in consultancy projects
- Delivery of CPD Programme
- Over see volunteer co-ordination
- Over see marketing and communications
- Ensure budgets are maintained with support from the treasurer

Administrator (0.6)

- Day to day correspondence
- Answering phones and reception to visitors
- Co-ordinating meetings
- Disclosure administration
- Maintain web sites and social networking
- Minute taking and distribution

- Filing

Book keeper (1 day each month)

- Maintaining monthly accounts

Charity Shop Manager

- Responsibility for presentation of stock
- Pricing Stock
- Voluntary staff rota
- Ensuring systems are in place for cash management and deposits

Sessional Staff (480 hours per annum)

- Delivery of workshops learning programme
- Fieldwork for consultancy projects

Volunteers

Volunteers will undertake the following roles:

- Reception work
- Shop sales staff
- Support at events
- Marketing support
- Technical support

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • We have wide support from the community and other voluntary and statutory agencies • We have political support from all MPs, MSPs and local councillors from all parties • The Baths are central and readily accessible. • We are providing a service which is not provided in other local community centres • We easily attract the press which will draw significant attention to our programme particularly as this involves the reopening of the baths • We have a variety of income streams and therefore have a degree of flexibility if there is a shortfall in one area • We have a range of developed partnerships • We have experience of delivering most of the work already • The interim licensing arrangement with the council at “peppercorn” considerably reduces outgoing expenses 	<ul style="list-style-type: none"> • Dismal economic climate • Limited Budget • No guarantee of success in local café “market place” • Lack of financial capital support from local authority at the outset (other than via licencing – see Strengths)

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • To develop into other areas of the baths • To build our employment programme to increase income generation • Contribute significantly to the growth of the local economy • Further develop the GBCT's determination to advance local and national policies and strategies around social cohesion • To create space for other partners to use the Baths who wish to develop inter cultural group activities in particular youth and the elderly • To work with other local providers in collaborative activities • Develop new shop markets through the premises in Victoria Road 	<ul style="list-style-type: none"> • Dismal economic climate • Uncertainty and ongoing change around employment welfare • May be vulnerable to reactive response from other providers

11 FUTURE DEVELOPMENTS

This modest move into the front suite is hugely significant as it enables the Trust in collaboration with the community and others, including funders, to continue its work towards the re-opening of the baths. This is the case because it will signal to the community as a whole that positive steps are being taken to bring the building back to life. It will also signal to potential funders that we are “in” the building and working towards its regeneration. Evidence suggests that funding is more likely from projects that are as it were “up and running” within the redeveloping premises.

With future developments in mind the overall statutory Charity Purposes of the Govanhill Baths Community Trust (2005)¹³ have recently been reviewed after lengthy discussions, (including a Saturday workshop) with “Friends”¹⁴ employees and volunteers and assisted by a consultant from the Scottish Development Trust Association. We set out to consider;

“ both the vision we have for GBCT and its mission both as a whole and within the various activities. Out of this might emerge thoughts and reflections about strategies, objectives, problems (and their solutions) and possibilities both for the Trust as a whole and the component groups/activities. We also wanted to consider in general our overall impact as a Trust as well as that of its component parts.”

The conclusion we reached was that;

“The fundamental purpose of the GBCT was to re-open the baths and at the same time contribute to the wider social, cultural and built regeneration of Govanhill as a community through our various activities”

It is this focus that guides the Trust’s overall developmental strategy as we build towards the establishment of the Wellbeing Centre through the Phases outlined in this Business Plan, beginning with Phase 1.

The revision became necessary as the Trust has successfully expanded its horizons over the last ten years in order to fully overtake the original purpose of the campaign – to reopen the baths - through a wide range of overlapping and inter-linked activities. They are all in a strategic sense future developments and we set them out below under four broad headings and each arrives at an overarching commitment (in bold). Our work in the future will also consolidate and grow the elements under each heading.

1. Trust Board of Directors and “Friends” activities

- Developing plans for a Wellbeing Centre in a Phased approach as set out in this Business Plan

13 *Charitable Status Purposes (2005). Idem p.9*

14 The “Friends of Govanhill Baths” is a group of local community members who have met fortnightly since the baths were closed in 2001. Ranging in attendance from 7 to 20 it provides regular advice, support, voluntary activity and ideas with regard to the Trusts purposes

- Maintaining and developing the ongoing support of the local community for the re-opening of the baths which has led to the formation of the Govanhill Baths Community Trust
- The work of the “Friends of Govanhill Baths” which has met fortnightly since 2001 excluding summer and Christmas holidays.
- Active collaboration with some 25 local community groups through the Govanhill Community Action group, and in particular regarding the Phase 1 development
- Establishment of interactive web site – launch of revised site December 2010 – imminent. Publication of Newsletter

We are working towards the strengthening of the Board through direct collaboration with the Govanhill Development Trust (see....above – reference). We will consult more widely with the community about the developing scheme and ensure that it is kept involved and informed at every stage. This will include expanding our network of “Friends” and members. In particular we will focus on the ways in which the project overall can and will grow the local economy through the assets it already has in its possession.

2. Community social and enterprise activities

We have significant experience of successful community engagement through media and events. We publish regular Newsletter (Poolside Guardian) and circulation to some 500 associates including Friends and Members. We intend to continue this through the programme outlined and also through wider Trust activities including the following:

- Active work of the Govanhill Baths Art and Regeneration Team that has mounted several large scale events in the baths including a major art exhibition and plans a major art auction in March 2011
- Development and expansion of the GBCT Charity shop providing voluntary and paid work for local people

All of these activities contribute to the profile efficient running of the Trust. They require engagement with the local community and beyond and as such will be continued and further refined and developed according to ongoing evaluations

3. Collaboration with local and national groups/individuals similarly engaged in regeneration

- Active collaboration with other organizing groups nationally working towards the preservation of historic monument/swimming pools – e.g. The Victoria Baths in Manchester which has followed a route similar to our own
- Active and positive collaboration with the local CPP, GCHCP, GSERA, Govanhill Housing Association, Govanhill Development Trust, City Properties and DRS
- Ongoing consultation with local and national politicians of all parties

From the outset the original “Save Our Pool” campaign and now GBCT Trust have believed that re-opening the baths was about more than just a swimming pool. Collaboration with key agencies in order communicate this message and realize our objectives has become essential so that support for the overall opening of the Wellbeing centre Phase 1 can be secured

4. Relevant and related research and development activities

We have already secured significant funds for the development of our work over the past two years including £70K support from the Third Sector funding programme to appoint a manager for Research and Community Development and to develop the Centre for Community Practice and some £150K of development funding from Big Lottery, Fairer Scotland Fund, Architectural Heritage Fund, Glasgow City Council and Equally Well Community engagement funding. Our future ambitions are to:

- Establish and grow formal links with the university of Strathclyde Architectural and Social Science Departments and collaborating in research projects and architectural plans for the baths securing Planning Permission for original scheme
- Secure research funding, publishing and presenting research and our developments at local and national conferences (e.g. British Educational Research Conference, British Sociological Society)

Research and development we believe are fundamental to a project of this sort since developments politically through policies and evidence based research conclusions inform our direction of travel towards our goals. The Board, the CCP and its collaboration with the University of Strathclyde will therefore place emphasis on this area of future activity. At the same time ensuring that the work engages with and is informed by the local community.

THE GOVANHILL WELLBEING CENTRE – WELLBEING AND COMMUNITY HEALTH

So what is wellbeing?

Wellbeing combines health, quality of life, and satisfaction. It is about the health of individuals and the whole community as well as the promotion of prosperity and self-determination.

So what is community health?

Community health is about;

- people recognizing, valuing, supporting and helping one another regardless of age, health, ethnicity, religion, gender, disability, sexuality or political affiliation.
- economic issues - providing jobs, work skills, training and voluntary work; environmental concerns and the provision and development of green spaces and protecting the environment in general
- cultural activities, including the provision, celebration and development of all forms sport, physical fitness, recreation, art and musical performance
- the provision and presence of physical buildings that are attractive, valued and celebrated. If all these are attended to then the potential for individuals to be happier, healthier and more fulfilled is greatly increased.

Community health is about seeing health from a whole community perspective and includes how ill-health (physical and mental) is affected and maybe produced by the community (and the society) in which people live. All the evidence makes quite clear that the health of individuals will be promoted and preserved if there is a stress on the provision of community health.

We believe that providing community health must also work on the fundamental premise that community participation and parity in the distribution and use of available public resources that provide it is an absolutely essential ingredient for effective public and community health practice.