



The Future's Bright?

consultation on a shared vision



Kinning Park COMPLEX

USER CONSULTATION :: NOV-DEC 2014

FINAL REPORT SUMMARY

social space for social action

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WORK | LEARN | PLAY | GROW | CREATE



“It is terrific that so many activities can happen under its one roof.”

“There are very few rehearsal spaces with the flexibility and helpfulness of Lindsay and the staff.”

“WASPS studio spaces may offer more and there is a cost attached to that - though cost distinction is maybe not as marked as it used to be”

“I like a space where I can shut the door and really concentrate.”

“The usual problem is that you need a job to afford the studio then you don't have time to make the work.”

“A studio that could be booked for reasonably long periods - at least a month - might suit a lot of people, so that they pay only when they needed space.”

“Maybe we could get money from Creative Scotland to set up a degree show prize, where a student is given use of a studio for 3 months.”

“KP is one of the only spaces in Glasgow I can think of that has a wider and more diverse user/tenant group.”

“We were attracted to KP as it felt like there was a lot of scope and freedom to work in different spaces with different groups ... exciting.”

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EXECUTIVE SUMMARY

Consultation

In 2014, the Community Interest Company that operates Kinning Park Complex raised funding and commissioned architects to review the condition of the property. Further Lottery funding allowed the CIC to carry out a public consultation on the results of the architects report during November-December 2014. The aim of the consultation was to develop a shared vision for the future. Engagement with users aimed to understand their interests and perceptions, discuss options and assess the level of ambition and support from the various communities of interest.

Outcome

There was positive, active engagement in the consultation: dozens engaged in face to face communication and 144 people responded to an online survey.

In a nutshell

Users want Kinning Park Complex to survive – and thrive. They back the team to pursue a 25 year lease and fundraise for repairs to secure the building for community use long term.

- 92% want KP CIC to pursue secure community ownership.
- 84% want KP CIC to pursue a 25 year lease.
- 72% want KP CIC to pursue fundraising to work towards a £1.5m refurbishment.
- 97% would help spread the word to help a fundraising campaign and attend events
- 77% would donate to a fundraising campaign
- 53% would volunteer help
- 34% would organise fundraising events.

Key themes

There is a sense that at KP, the whole is greater than the sum of the parts: that the mix of people, interests, artforms and other activities give the Complex a unique programme and feel.

Users responses have been grouped into a number of themes eg community, communication, pricing, programming, volunteering.

A number of 'asks' emerged from users:

- KP should create social space for building users
- KP should maximise use of the space so that as many users as possible can benefit
- KP should create a welcoming entrance
- KP should maintain flexible spaces
- KP should maintain affordability.

Recommendations

A set of recommendations and next steps for the team and Board conclude the report. Securing the lease and beginning a fundraising campaign first require the team to consider how to build capacity for this ambitious piece of work. Key to this will be harnessing the energy and interest of users through a Membership scheme, Volunteer programme and building strong connections in the local area. The next step is creating a Business Plan for the next 5 years including key project or programme strands, a clear pricing model and strong market position.

A SOCIAL SPACE FOR SOCIAL ACTION

Kinning Park Complex is an old school that houses large halls for hire, a community kitchen, studios for artists and musicians and a flourishing community garden and playground providing outdoor space for activities.

Hundreds of visitors attend classes and events every week.

The Complex has been in community ownership since 1996 when a community sit-in saved the building from closure. 20 years on, with no investment from the landlords, the Complex requires major repairs to secure its ongoing role as a community hub.

“A social space for social action” is how one Board member described the purpose of Kinning Park Complex at a Board Development Day in September 2014. This has been built into the mission statement for the Complex.

1. SCOPE

Kinning Park Complex has commissioned this consultation with the support of the Big Lottery, Investing in Ideas. Plan B Collective has carried out the consultation.

The application to the Big Lottery lays out the context and scope for the consultation:

“Community use of the complex has grown consistently in the past 5 years to the current average of 200-250 per week. However the building is in serious need of major repairs. That it is so well used despite its current condition is a testament to the need for the complex and its place in the community.

“We are planning a period of community consultation, feasibility study and staff/ board development to ensure we have the skills, the knowledge and the community support required to identify funding to commission major repairs and improvements to the fabric of the building over the next years. This will secure the future of the building as a core community hub to support generations to come and build confidence within the communities of KPC and wider user groups.

“Specifically we will use Investing in Ideas grant support to:

- 1. Conduct community consultation and surveys*
- 2. Develop KPC business plan*
- 3. Research / feasibility studies of potential development options*
- 4. Further develop the capacity and skills of our Board and staff in order to plan and deliver future projects*

“The beneficiaries will be the community who use Kinning Park Complex for activities.

“We will update stakeholders on the current realities and consult about KPCs future plans with a focus on the major repair plans for improving the building and more generally on the services we offer. We will give stakeholders the opportunity to shape the plans and to become involved in the overall development of KPC.

“We will document the process and the findings to be used to report to potential funders who may fund major repairs.

“The consultation will also strengthen cooperation and ties between KPC and the community and amongst individuals in the community by bringing our diverse users together to meet, plan and work together. We will require staff and materials to facilitate this exercise.”

2. METHODOLOGY

Plan B Collective agreed a methodology with the Board and Director that would support engagement with the widest number of users and allow for rich engagement in detail with those most interested in securing the future of the Complex.

Publicity was designed, printed and distributed – posters and leaflets – and messages sent out by email and through social media explaining the nature of the consultation and means of engagement. (See Appendix 1)

Extensive work was carried out to develop a Stakeholder database that would be useful for the long term. This has been used throughout and is updated as contacts have been made.

The process has sought support for our Mission, Vision and Values (see Appendix 2) and guidance from the user-community on the best approach to shaping the future of Kinning Park Complex.

Stakeholder engagement included:

2.1 Quantitative

2.2.1 Survey

Plan B Collective worked with KP Complex Building Manager to devise an online survey using Survey Monkey and agreed the range and scope of questions with the Board. The survey was issued to around 500 Stakeholders and a deadline set for response of 12 December. The survey was issued with reminders each week with countdown alerts leading up to the deadline. We had hoped for a 10-15% return – the average for external surveys; around 50 responses. The fact that 144 people engaged – 29% – shows the level of interest in and, it turns out, support for the Complex.

The Survey comprised 10 key questions often with a scaled response to measure the strength of feeling in a response for ease of expression, comparison and analysis (see Appendix 6). Open comments were also invited. See the list of open comments received at Appendix 7.

2.1 Qualitative

2.1.1 Public meeting

All stakeholders were invited to a public meeting: tenants, regular users, audiences, artists and performers, class leaders, class attendees, landlords and local residents and politicians. Barbara Chalmers from Plan B Collective led the meeting with a presentation (see Appendix 3) on the current activity in the building. Architects plans and model were made available. Lindsay Keenan, Director, expanded on issues under consideration. See Appendix 4 for a note of the meeting.

2.1.2 One-to-one sessions

Publicity promoted the chance to have a one-to-one bookable appointment as well as attend a drop-in. We offered slots to suit all: daytime, twilight, evening and weekend. Stakeholders and attendees at the public meeting were invited to follow up with one-to-one sessions to afford privacy and to explore thoughts, issues and concerns in greater depth. Architects plans and model were available at these sessions.

To protect confidentiality offered in these sessions, findings are reported back within general findings. Plan B Collective holds fully transcribed notes of each session and if the Board or any other interested party requests sight of them, names will be removed to protect anonymity.

2.1.3 Follow-up

In addition to the Stakeholders who came forward in response to the consultation, Plan B Collective approached a number of Stakeholders directly to engage, ask questions, and invite contribution. Participants in these further engagements are listed in Appendix 5 and findings are incorporated among general Findings section.

2.1.4 Survey open comments

To provide a wider opportunity for feedback, a number of the survey questions invited further comment. Some attracted a high proportion of respondents. See Appendix 7 for all comments. These have been grouped and the key themes pulled out in the Findings below.

3. FINDINGS

3.1 Quantitative

“Our USP is our big, simple space.”

3.1.1 10 Key Questions

The following summarises the statistical analysis of the 10 key questions in the survey.

- | | |
|---|-----------------------------|
| 1. Ownership/lease | <i>agree/strongly agree</i> |
| “KPC should aim to secure a 25 year lease” | 84% |
| “We ask the Council for community ownership” | 92% |
| 2. Architects options | |
| “KP should aim to fundraise for a general upgrade costing £1.5m | 72% |
| 3. Building community/fundraising | |

	"I'd help spread the word to support fundraising activities"	97%
	"I'd attend fundraising events"	85%
	"I'd donate to fundraising"	77%
	"I'd volunteer help"	53%
	"I'd organise fundraising"	34%
4. KP Complex in operation		
	This question asked what aspects of the Complex appealed to users.	
	"supporting a community-run facility"	98%
	"the scale of the spaces"	92%
	"support community-run events"	98%
	"ease of access" ... "affordability" ... "friendly staff"	all over 85%
5. Travel to the Complex		
	subway	76%
	walk	53%
	cycle	48%
	car share	26%
	bus	29%
	car or taxi to reach the complex	17%
6. Experience of using KP Complex		
	"staff are helpful"	87%
	"I found the space as I expected"	82%
	"the Complex was easy to find"	80%
	"costs were affordable and about right for the condition of the building"	76%
	"if the building was in worse condition I'd use it less"	58%
	"if the building was improved I'd use it more"	49%
7. Improving the Complex		
	This was an open question. See Appendix 7 for responses.	
8. Information about the Complex		
	The most popular methods of finding information about KP were:	
	Facebook	77%
	Website	71%
	mailing list	72%
	talking to staff	64%
	word of mouth	64%
	class/events organiser	53%
	poster and fliers	60%
9. Profiling respondents		
	The profiling information showed we reached a wide range of users. We asked whether respondents organised, attended or were interested in the wide range of activities in the building. The highest numbers of respondents were involved or interested in:	
	music gigs:	97%
	public events:	104%
	performance events:	89%
	dance classes	94%
	volunteering	94%
	family fun day	97%

10. Frequency/type of use

Finally, we asked how often respondents used the building and in what capacity.

These figures relate to activity in the last year:

tenants who used the building weekly	39%
staff, volunteers and board members who were in weekly	20%
organisers who were in 1-10 times a year	66%
attendees who were in 1-10 times a year	63%

3.1.2 Other comments

See Appendix 7 for the full range of comments to the open fields. These back up the numbers, provide further qualification and share experience and ideas. They show strong support for the continuation of Kinning Park Complex and willingness from the user community to help with a fundraising campaign to protect the building for long-term community use.

3.2 Qualitative

Themes

The responses that came out of the one-to-one sessions and follow up consultation have been organised broadly to mirror the themes of the 10 key questions in the survey with some additions:

3.2.1.1 Ownership/lease

There was clear consensus on the key issue – to aim to protect the building for the community’s longer-term use by signing a 25-year lease. The current one-year lease is a 3-year roll over lease so it will automatically extend on 28 May 2015. City Property and their agents Rydens previously offered KP Complex a 25 year lease but the Board was uncomfortable with the lack of clarity around the condition clause, which suggested KP CIC would have responsibility to hand the building back in wind and watertight condition – though its current condition has many issues. City Property has expressed a willingness to revisit signing a 25-year lease and to review the condition clause. They advise it will take 6 months to go through legal/committee process. KP CIC will have to pay their legal fees (and our own). They will cap legal fees as they have done in the past. They will provide a ‘letter of comfort’ to support funding applications; normal practice. It may be that after a period of time paying a low rent, the CIC might have a stronger case to argue that the commercial value is lower. General feedback supported the view that we’d be better to get experience under our built with the longer lease and a fundraising campaign, aiming to grow the organisation and its capacity and community involvement before we moved towards thinking about community ownership.

3.2.1.2 Architects options

There was strong consensus around the option of fundraising towards a general upgrade of £1.5m. Key issues for many were that we shouldn’t lose the Complex’s unique assets: size, space, light. The ‘shabby chic’ relaxed, informal, ordinary and welcoming vibe was seen to be a major asset. The Complex does *not* feel corporate or gentrified. There was a view that we could do more to maximise the use of space – affording more people the opportunity to access studios and halls. This would take some scoping and negotiation with tenants to see what might work. There was strong support for the idea of creating some social space. There was recognition that running a café is probably not financially viable and might not be the best use of space but that with the use of dividers we could achieve flexibility and set up a temporary café space. There was a strong plea from users to create a drop-in social space with an honesty box and tea/coffee making facilities for people to meet.

Given how few spaces there are for musicians outside of commercial studios, it may be worth checking any potential for soundproofing – though costs may be prohibitive.

Plans showed ways of making better use of spacious corridors, and users thought this was a good solution to providing informal meeting spaces/break-out.

Though there was no strong feeling that the building is difficult to find, to improve the visibility of the complex in the local community and encourage new users and visitors, improved signage and external notice boards would be a simple quick win.

One person suggested we work with Galgae or other local social enterprises to achieve the refurb. This might reduce costs. Worth exploring further down the line.

“Rather than creating 3 new studios in the courtyard it would be much more beneficial to extend out to make a social space/green room/welcoming entrance to the building. This could open onto the courtyard, which is really sunny and double as an indoor/outdoor events space, which would be incredible. It could also act as a partial growing space.”

“The classrooms are a fantastic asset because of their size. For flexibility, a portable divider would be a good solution.”

“The studios shouldn't sit unused during the day/night if a studio user has a fixed pattern.”

3.2.1.3 Building community

Harnessing the skills of our active, creative and energetic community, with all of their own networks, would enable KP CIC to build significant capacity. Our creative community could help create drama around the fundraising campaign and provide ‘rewards’ for funders. Performers and musicians could take part in fundraising events. Painters and artists could create campaign material. Film-makers could provide content for social media. The local community could spread the word. KP should focus some effort to build this local community.

“There is no ‘community’ – just several groups or communities of interest.”

One way to build community, suggested by users, is a **Membership scheme**. This should have a hierarchy to allow Members to select their level of engagement. KP should be clear on membership entitlements and Members’ responsibilities.

“Paisley Road West is a dead community.”

There is a need to strengthen links in the local community. The key issue at the moment is the lack of resource: a couple part-time posts don't provide enough people to attend community council, creative network and other partnership meetings. In next steps, we suggest mapping the area and networks to see what else is available and how we can collaborate with other community centres/studios. Prioritising which meetings to attend and which partnerships to focus effort on will be key.

**“I was given keys after my second visit. Very welcoming.
I realised later I could access the building easily
but not the community”**

It may be to our benefit to strengthen links with other organisations in Govan, given that this area is a higher priority for the Council and government funding than Kinning Park.

It could also strengthen KP's reputation to have broader-reaching connections... for example with the multi-cultural/Asian pensioners lunch club on the Southside, which is looking for a home. There's no Asian dance happening in the Complex yet Scotland's largest Asian community lives in neighbouring Pollokshields. Connections with after-school/playscheme and older people's programme would also strengthen our appeal to funders.

The existing stakeholders who participated in the consultation offered to put their name to a campaign. If KP were to design a sign-up or membership campaign, these ambassadors could be keen to spread the word.

There's broad recognition among the Board that we do not have strong enough connections with the local geographic community. At the very least we should be connected for exchanging news but could explore further collaboration and partnerships. We could improve relations with our landlords. One respondent suggested we look at Paolo Freire's community engagement model. The Scottish Community Development Centre can help.

Local stakeholders mentioned:

- Yvonne Riley – Area Partnership. They hold Integrated Grants Fund for small grants of £70k. KP has had support: she was impressed that KP applied for tools rather than higher costs for someone else to do the work.
- Area Partnership = 4 local councillors attend along with Police, Fire, Health and 6 community reps – community councils and residents action group.
- Ellen Turner, KP Development Council (Treasurer); meet quarterly or more.
- KP Community Council meet monthly, 3rd Monday of the month; open meets. May be worth making a presentation to them to bring them up to date with KP.
- George McNee, Chair, mcneegeorgina@aol.com - LK been in touch on parking survey.
- Helen, helenabs@tiscali.co.uk.
- Kinning Perk Café (Baptist Church), Harvie Street. Run English language class, community enterprise. Jim O'Hara hcikinningperk@btinternet.com
- Pensioners meet Thu lunch club Ibrox Library.
- Back of Lorne Street, blaze pitches. Palace Park Football Club with run – voluntary sector with lots of parent coaching – supported by Councillor Keane; enabled by Land and Env Svcs/GHA. They have portakabin changing rooms but that's all. LK wanted to do football. Issues locally – floodlights and parking. About a year away. Could be a good link – they have no social space; we could do meets and parties.
- Lorne St Primary: refurb starts Jan/Feb – windows, doors, internal; old pool may because new community hall space. Could explore opportunities to collaborate.

- Work with Glasgow Life’s community development team to broaden our reach: eg run Glasgow Life events in our space to augment our programming and link to local community.
- Link with local Community Council and community planning partnership

3.2.1.4 Fundraising

The public meeting and further discussions strongly supported the view that KP will need to build capacity for a fundraising campaign of this scale and would be much more likely to success by employing a professional fundraiser. KP CIC should pursue this with the Big Lottery to get advice on the best source of funding to provide core costs for a 3-year campaign and development process. We will need to demonstrate a lively, engaged community membership – a sense of the active Hub that KP is. Funders will want to know their investment is protected and we have a strong chance of success. KP can compile a track record of projects to date and growth in use/demand to back up our applications.

KP’s programming approach should look to parcel offers that will target specific funds – eg digital/IT, children and young people, health and wellbeing, literacy, ageing. This may help cover some of core costs.

There is clearly a high level of interest in sustaining and development KP Complex as a community hub. Offers from volunteer support have been generous. When approaching Members, users, the broader creative community and the local community for volunteer support for fundraising, it was requested that KP makes a clear ‘ask’: this is much more likely to generate a response.

“I could organise a women's disco for fundraising.”

“I’d be happy to help write funding applications.”

“We could work with artists to run a Kickstarter fundraiser with offer of work if part of the plan was to offer some kind of accessible studio space set up.”

3.2.1.5 Pricing/rents/hires

The Complex’s unique combination of office space/rehearsal space/performance space was seen to be a major asset. Affordability is also key and KP CIC should look to maintain a flexible pricing structure to maintain affordability and support emerging artists. KP should develop a clear pricing model based on the guiding principles shared at the public meeting. To take account for the differing sizes of spaces, studios should be charged by the square metre. KP should discuss use with current tenants to see whether there’s scope for further sharing or for using dead time in the building. In one-to-one discussions ideas for change included offering hot desks for self-employed to help build community and bring more artists into building. There’s a desire from some of the creative community to integrate more with the local community. This is worth discussing to see how this can be achieved and whether the artists are the ones who facilitate this, given KP’s staffing issue.

Free use of space in dead times should be a simple and transparent process to ensure the process is inclusive and open to all. This could be particularly good for establishing links with emerging artists.

One of the principles could be that free users have to have history with KP for hiring in the past, eg during a funded project they pay to use KP and once that funding ends, we might be able to accommodate free to support their ongoing development. There would have to be an element of trust that when the next round of funding came up, they might hire KP again.

Subletting goes on and tenants think this is helpful so long as it is properly managed, has been agreed, is done only short term for a specific reason (like a sabbatical) and is occasional. It shouldn't be a regular or ongoing arrangement.

It was noted that KP, when it became a CIC, introduced to contracts a volunteering aspect but that this is difficult to police without a specific ask.

A number of people thought that the benefit of a social space/café might merit the loss in income of hire space from time to time or that an increase in rents might cover that among regular tenants. Creatives who work solo mostly were strongly attracted to the potential to meet like-minded folk. Like Dancebase model, offer residencies/hires at reduced rate in exchange for skills sessions/share eg free open class weekly. One week residencies mean more people get a shot. Great if there's a share at the end for peer learning. This suits the informal space too.

“Having the temporary café meant people who didn't normally meet, got a chance to, particularly families from different cultural backgrounds.”

3.2.1.6 Communication

Direct mail/email: The survey showed that direct mail is most popular. To build KP's database it is recommended that we add several data capture mechanisms on website and FB... for example 'sign up as a Member', 'get our events calendar', 'get hot tickets for gigs'. KP could offer users access to our market by mailing out their info regularly. KP could agree reciprocal mailing with other organisations or include local info in each other's marketing.

Staff: Getting information by talking to staff had a high appeal. This is more limited as a constant source of information since there is only a few part-time staff in the building and users would have to be on the premises already to meet them. However, as a valued channel, it does suggest that it is important that staff have regular team meetings and are well briefed with access to single reliable sources of information available at any time so that anyone on a shift knows what's going on. All staff should be clear on key messages –mission, vision, values, current plans and news eg about any fundraising campaign.

Web: To help create a sense of an open community, KP could promote artists' work - share their profile, news content on the website, and videos of their work. An online shop would help tenants who create products or sell services. The diary on the web should be searchable by artist, type and date. The website needs an About Us – including biogs of Board along with who we are, what we do, our vision (currently being reviewed). This should tell the back-story of KP and the passion that has sustained it. We could use our web portal to promote wider events in the area to increase traffic and sense of being the hub in the community.

The team needs to encourage users to engage on social media to grow audiences.

KP should look to take part in wider cultural events, as it has done in the past with Doors Open Day.

This will help reach broader audiences.

It would help promote activities and build audiences if KP was able to publicise its programme in advance, with some printed copies or posters on site.

While overall, staff communication was rated highly in the survey, in qualitative responses, there were a couple mentions of difficult communication with staff that the Board should address and a clear need for more regular updates from the Board, with a chance to meet the Board to ensure tenants are clear about the Board's governance role.

“It can be difficult to communicate with all the users of the building, primarily because there is no shared social space.”

3.2.1.7 Programming

At the Board's Away Day in the Autumn, the team recognised that the short-term priority would be getting together a fundraising campaign to fix the roof. However, in further discussions, there has been an increasing awareness that the building is the sum of its parts, which includes programming and without a well-balanced programme that reaches into the community, we are unlikely to attract funding. On this basis, further decisions and planning should take into account the need to balance building management *and* programming to maintain and develop the rich mix of activity. This also recognises that a lively programme events is essential for building visitor numbers, networks, friends, supporters as well as brand, profile and reputation.

There is recognition that with current resources, there's only so much the team can achieve but they could work with tenants who could share responsibility for programming and events management to develop a year-round programme with some regular events and established milestones to build upon. It would be advisable to start small: eg 3 projects a year.

The Board could work with tenants on applications. It would be important in this situation to clarify what our role is – applying, being the host organisation, full collaboration.

“The programme doesn't have to be all-singing but it would be good to have a shape to the year.”

“There's nowhere like it for music”

“Used for multiple purposes, accessible, affordable to a much wider range of audiences, and supportive of more adventurous and grass roots projects”

Musicians who use the building were aware that without soundproofing, they have to be sensitive to what else is going on when they are rehearsing. A shared calendar and programme would enable musicians to flex around requirements and contain noise.

Regular showcases of tenants work could provide the backbone to the programme. KP could offer some free classes/tickets to locals and friends of KP. The affordability of KP makes it very socially inclusive.

There is an interest in tying together our unique elements: garden, kitchen, cooking and eating together.

If tenants were allowed to use halls in dead time that could give KP an events programme for no cost. If KP shared its calendar, users would know when there's dead space they might ask to use; if a hire came in, that would take priority.

Artist users expressed willingness to do a share or showcase as part of regular programming.

KP should look to make the most of the asset of the park across the road and take programming outside: a small-scale outdoor community festival on the grass using the building as a hub: street performances, free classes, small open mic music stage, cookery class provide food for picnic tables.

A number of ideas came from the responses to the survey as well as the one-to-ones that would help build programming and KP's marketplace:

- Set up a Trade School model where creatives and others involved in social enterprises offer free peer-to-peer training or shares. Doing this in a planned slot would enrich the programme. Eg sessions every Friday afternoon for 12 weeks; artists / crafts-people can turn up and get an introduction (2-3 hours) to 12 new skills / crafts. To take part for free you have to run one of the sessions. There is no discussion / advertising of what the skill will be beforehand; could be woodwork or knitting. People take a risk and have a go. This helps build a better understanding of what other folk in the building / community do.
- Be ideal if we programmed monthly sessions, festival type events creating concrete long-term goals that everyone can focus on and unite behind; this will help build communities of interest.
- Advance planning with a programme for a month or two ahead would be better.
- It's useful for users if they can get a pattern of slots, establish pattern of attending. This helps if trying to get people from Edinburgh and further afield; they can plan travel.
- KP could work with the Arches / Citizen's / Tron / Conflux etc to find out when they're going to be busiest with multiple productions / in-house festivals and offer a deal.
- Work with Glasgow Film Studios: documentary/film-making classes.
- Build youth market: Russell McEwan (Black Sun death metal drummer) does youth work – good for teenage male market; Iain Finlay Walsh: new tech and music; Parkour; music mixing; circus: Bright Night, Conflux, Aerial Edge (12-17). [AI Seed contact: Rona Mitchell, Mitchell School for Drama in Inverurie – has around 170 kids; great at attracting kids, parents and working indoor and out.]
- Work more with older people. Creatives, Clown Doctors/Elderflowers, work in homes and other settings with older people if we're looking to programme or offer something.

“KP is unique, an example, a thorn in the side, an oasis, a shabby hive of loveliness... something every community needs.”

3.2.1.8 Staffing and volunteering

“I'm not sure there are staff.”

Building capacity for a fundraising campaign is the single biggest current challenge. Funders will want to see that the building and its activities are sustainable.

Given the limited staffing resources, the team should make sure that any applications for project funding clearly factor in reasonable staffing resource requirement.

The obvious way of building capacity in terms of personnel resourcing is volunteering. KP has a good track record in engaging with volunteers. Volunteer opportunities should be publicised on the website and widely shared through social media.

“It's difficult to get tenants to fulfil volunteering obligation. Most just want rented space and have no desire to be involved beyond that.”

“Maybe better to remove volunteering from contracts and make rents reflect market reality. This would help stabilise income. The rents are cheap and flexible enough.”

“It's hard to police the volunteering”

“Often people can only commit in a certain kind of way. Working lives away from the studio mean regular weekly volunteering commitment is hard.”

“Helping over an intense period with a specific task – like the garden – might be easier.”

“Volunteering as part of the contract is important; it helps clarify the unique situation of KP being self-sustaining.”

“I used to volunteer but now folk get paid to clean.”

“Volunteering with KP helped legitimise my role as an arts administrator and get other work.”

“I’d volunteer to offer admin or marketing support. I could design posters, work on the website, make videos, be on the door for a day. I’d do, say, 2 days a week for 3 months to help achieve a specific outcome in exchange for dead space.”

“It’s very difficult to utilise everyone’s skills; this takes a huge amount of co-ordination. We found that asking lots of people generally for any help they could give was not a very fruitful route.”

“Ask specific people to help in very specific ways.”

Tenants contract to provide volunteer hours in exchange for low rent. How this is managed and the ‘ask’ of tenants should be reviewed.

Responders expressed a keenness to get involved and help and there’s clearly untapped potential here. However, a few users mentioned failed attempts to get things off the ground – recognising that relying on tenants and users organising, coordinating, volunteering and even participating, could be challenging.

It would be helpful to carry out a skills audit among tenants to see who can help with what – film-making; creating resources/makes for events; photography; web. KP could collect this data in future as part of starting a contract with a new tenant.

“There lots of “let’s...” goes on and things never happen... group exhibition, Saturday art classes, events, gigs.”

3.2.1.9 Facilities

In general, as mentioned elsewhere, KP’s shabby chic is seen as a major advantage for creating a comfortable space to be. The kitchen is also seen to be a great asset – one KP should make more of.

Technical advice was offered from a volunteer who will help make changes:

- Cable holders rather than tape needed for cable storage.
- Need to provide "how to wind a cable" diagram on side of cable boxes to save wear and tear.
- Need new venue info and backline list available for bookers.
- Conversion/purchase of a few new specific cables for stage.
- Permanent projector-to-desk audio solution needed.
- Power supply to the stage should be improved either with large extensions or extra sockets.

Only one Health & Safety issue was raised. There have been overnighters in the building and reservation was expressed about this practice. One for the Board to discuss and clarify with users.

4. RECOMMENDATIONS

These are the top 10 recommendations from the consultation exercise:

1. Secure 25-year lease with City Property.
2. Build capacity in support of a major fundraising campaign. Review team structure. Begin recruitment for new roles to start in June.
3. Devise transition plan.
4. Seek funding to hire a Fundraiser (possibly Creative Scotland Open Fund 2 year support for programmer, admin and fundraiser).
5. Begin fundraising campaign for £1.5m for general upgrade.
6. Build connections and community: increase data capture and communication.
7. Strengthen links in local community.
8. Set up a Membership scheme.
9. Develop or support efforts to create social space/connections for tenants.
10. Review pricing. Issue new contracts with clear 'asks' for tenants/hirers.

“I was attracted by the sense of community”

“It's good to have a low budget no frills venue.”

“The floor upstairs is deteriorating and heating poor – not great for dancers.”

“Community hubs that allow people to be creative, keep fit, share, integrate and connect are an absolute must for society in this strange modern world”

“I chose to run an event there because it wasn't a corporate/privately run venue”

“I really love the different ways the building is used. Genuinely inspiring.”

5. NEXT STEPS

5.1 Board follow up

KP's Board will meet to discuss the outcomes of the Consultation in Feb 2015.

The Board may consider the need for further desk research or visits to models of best practice to contribute to thinking. One example of information that can feed into thinking is Appendix 12, The Work Room at The Tramway, outlining the offers an artist-led space makes.

The Commonwealth Games arts project, VeloCity, carried out a mapping exercise as part of its Operational Plan. This makes it clear that Kinning Park Complex is NOT on the radar. Notes on their approach are attached at Appendix 13. Full details of the organisations that feature in their mapping exercise are available in the operational plan (see Appendix 13).

During the course of the consultation a number of respondents mentioned other organisations that operate in the same marketplace in various guises that might provide learning, inspiration or opportunities for collaboration. See Appendix 14 for more information.

5.2 Report back

As agreed at the outset of the consultation process, the Board will offer a report back to tenants and users and publish findings on its website offering an opportunity for further discussion.

5.3 Business planning

The findings of this exercise should feed into and inform the business planning process, which should be the next step in determining how KP should go forward now that a clear mandate has been received from users to begin a fundraising campaign and aim to raise the roof.

“Feels like right time for the next phase: fix up; consolidate funding. Building core team capacity is key.”

“the only multi-use space like this in Glasgow”

“creating and maintaining a strong community of active and passionate individuals in Kinning Park and surrounding areas.”

“KPC brings out passion in people - people who believe in learning, sharing, creativity and action.”

Appendices

A number of Appendices are referenced in this report.

The full report contains these additional pages.

For brevity this shortened version lists the Appendices. They can be accessed online in a PDF.

1. Publicity
2. Mission, vision, values and guiding principles
3. Presentation to Public meeting
4. Public meeting notes
5. Stakeholder participation
6. Survey questions
7. Survey findings
8. WASPS studios model
9. The List round-up of Scotland's studio spaces
10. Sources of funding/support
11. Glasgow Life role
12. The Work Room: model of artist-led space, Tramway
13. VeloCity: mapping Glasgow's arts/community infrastructure
14. Marketplace for arts/community development

“This is the only venue in the Kinning Park / Cessnock area that brings the community together for positive good.”

“It’s a context for the locality, the community. Somewhere run by the people for the people!”

“There's nothing quite like this in Glasgow... a place to dance, a place to garden, and make art under the same roof, and then bump into a social action group as well. You are inspired by the other tenants.”

“Communities need open diverse inclusive flexible affordable community run community spaces to thrive.”

“KPC promotes well-being and participation in my community. The work of staff both paid and unpaid is a huge asset to this community.”

“We’re interested in working alongside not only artists but other people from different backgrounds. “

“The idea that we could be a part of a community of people from a variety of backgrounds and input into the building was appealing.”

“We could do with a better mix in the studios - community groups/temporary projects/activist groups) and a space where people could come together when in the building for these kind of cross overs to happen more naturally.”

“A social space for social action is the best mission any place can have”