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KINNING PARK COMPLEX

STRATEGIC PLAN 2026 – 2029

KINNING PARK COMPLEX

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2022 — Kinning Park Complex

INTRODUCTION

We are proud to share Kinning Park Complex's Strategy for 2026–2029.

This strategy comes at an important time for our organisation, our community and the wider voluntary sector. Communities continue to face rising inequalities, financial pressures and an uncertain future.

At the same time, we see every day the resilience and creativity of people coming together to support one another. That belief in collective action is at the heart of who we are.

Kinning Park Complex exists because our community has continually imagined, shaped and sustained it. We are more than a building; we are a shared space where people connect, learn, create, organise and care for one another.

Our vision is clear: a place where everyone collaborates to nurture a just and empowered community.

Everything in this strategy is designed to move us closer to that vision.

It reflects conversations that have taken place over many months with members, volunteers, staff, trustees, partners and building users. The strategy was formally approved by our members at our Annual General Meeting at the end of April 2026, marking the start of this next chapter for Kinning Park Complex.

Just days after our members approved the strategy, on 3 May, we began delivering our 30th anniversary celebration, a 55-day festival of community activities - a significant moment for KPC that brought together volunteers, staff, artists, community organisations and local people. As a small organisation, our focus turned to delivering that programme.

We also needed time to ensure this published strategy reflected our Collective value by giving our team the opportunity to review, contribute to and approve the final document. Taking the time to do this means that the strategy you are reading is one we all stand behind together.

Over the next three years, we will focus on five priorities: growing our active membership, deepening community engagement, even more meaningful action towards Net Zero, strengthening our financial sustainability, and improving the way we work as an organisation.

These priorities are interconnected. By becoming a stronger and more resilient organisation, we will be better placed to create opportunities for our community to thrive.

Thank you to everyone who has contributed to Kinning Park Complex so far and to those who will help shape what comes next. Together, we look forward to building a stronger, more connected and more empowered community.

BACKGROUND & CONTEXT

What is a Strategic Plan?

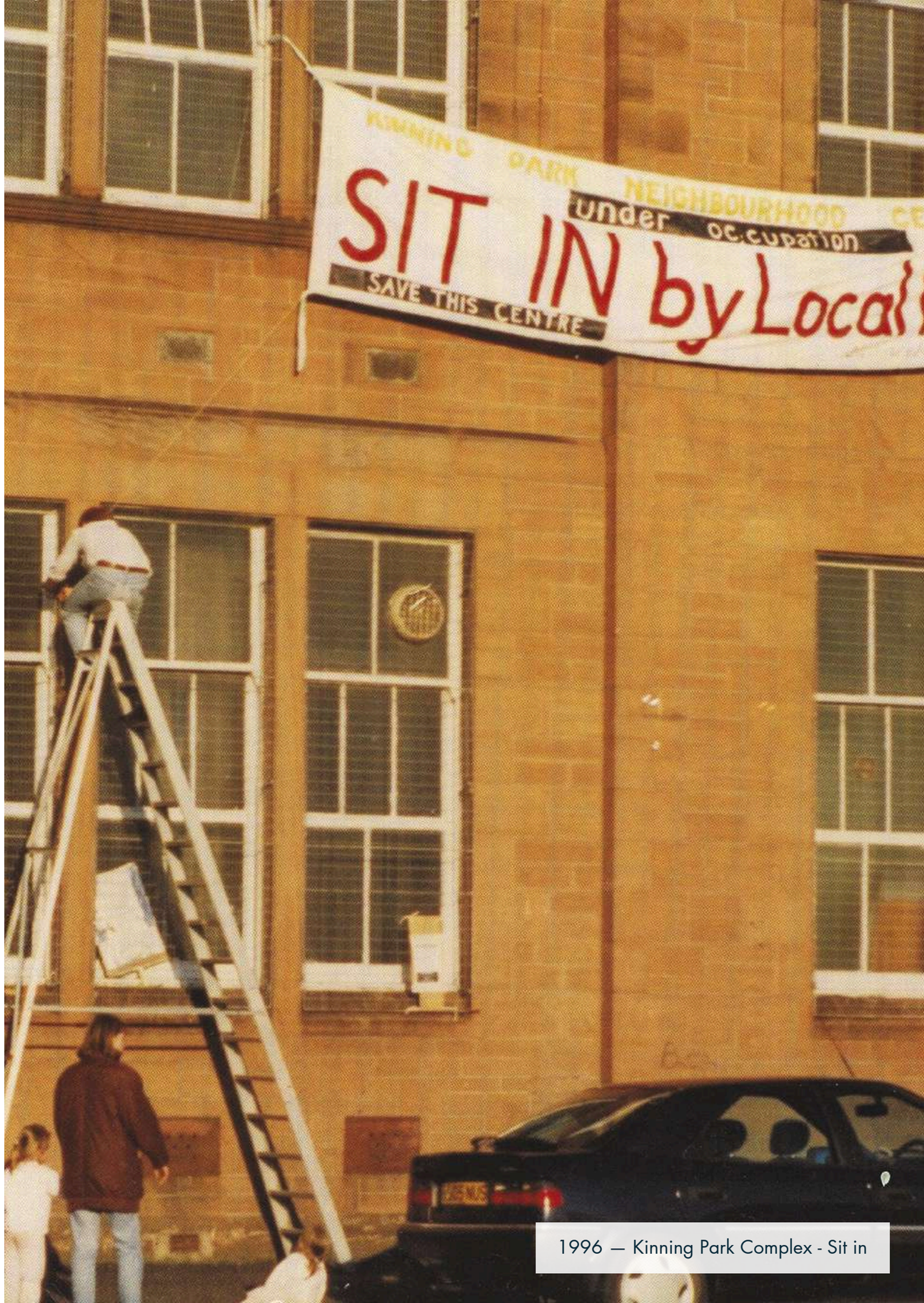
A strategic plan is a roadmap that sets out the direction, key goals, and activities for an organisation. Generally they are focused on the next 3 - 5 years.

How was KPC's plan developed?

The development of this strategy began in late 2024, when the Board of Trustees set out to reflect on Kinning Park Complex's future. Our previous organisational strategy had been reviewed in 2022, around the time the completion of our building renovation project. Since then, both our organisation and the environment in which we operate have continued to change, making this the right time to look ahead together.

Our Board of Trustees and our newly appointed Director took part in two facilitated strategy sessions, with support from CEIS (Community Enterprise in Scotland). Our conversations focused on revisiting our purpose and exploring the vision, mission and values that continue to guide KPC, while considering how they should shape our priorities for the years ahead.

In November 2025, a final facilitated session, led by the Chair of the Board and supported by the Director, brought these discussions together. Building on the ideas developed throughout the process, Trustees reviewed the emerging themes and reached agreement on KPC's Vision, Mission, Values and Strategic Priorities for 2026–2029 through a majority vote.



1996 — Kinning Park Complex - Sit in

We then formed a Strategy Writing Working Group, made up of the Director and two Trustees, to develop the strategy into a draft document. As the drafts were updated, they were presented to the Board of Trustees for discussion, refinement and approval, ensuring the strategy continued to reflect the collective thinking of the Board.

Once the Board had approved the draft, we invited feedback from members, staff, volunteers and our local community. Their insights, ideas and lived experiences helped strengthen the strategy and ensure it reflects the people who make KPC what it is.

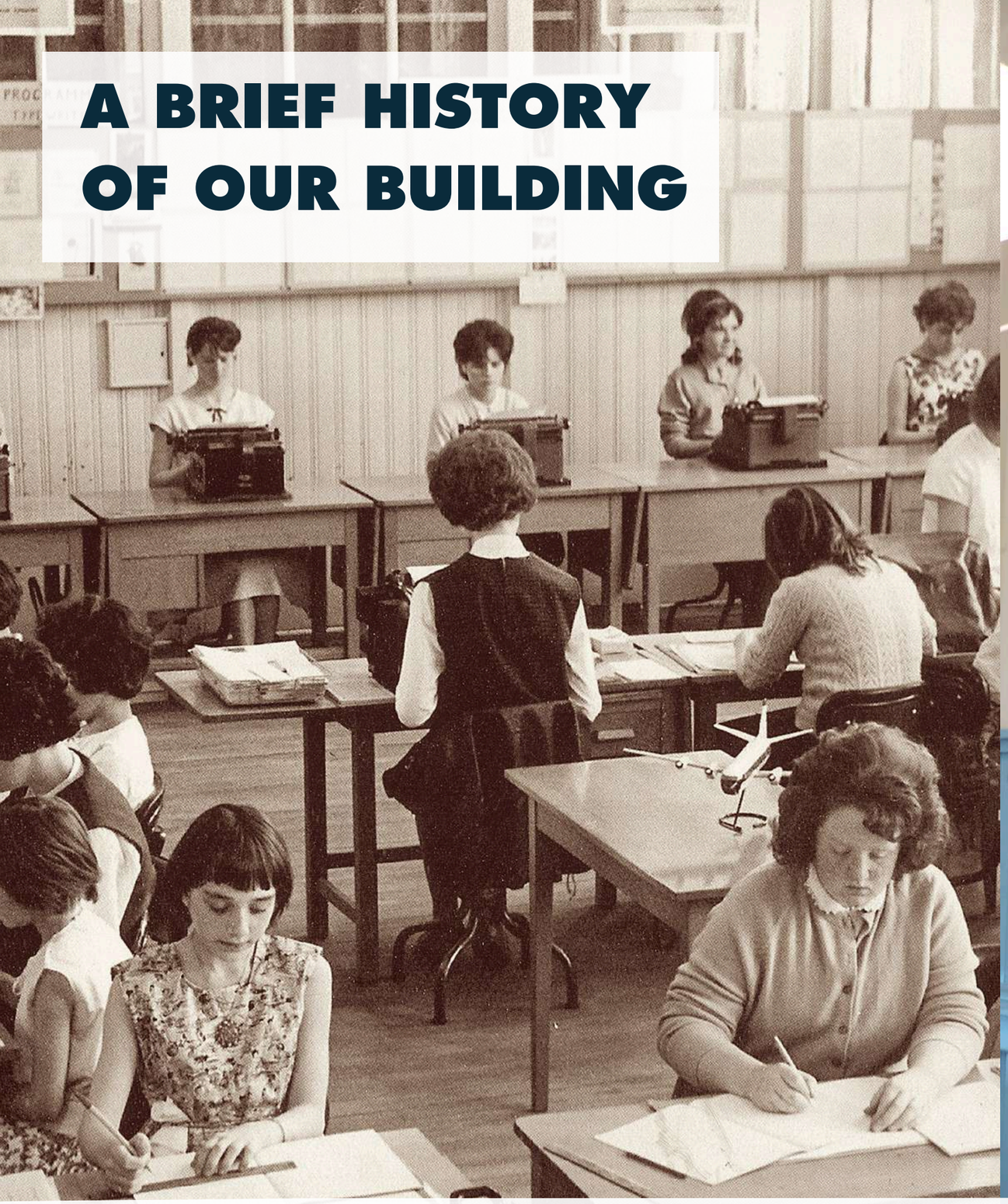
We would like to thank everyone who took the time to contribute their ideas, challenge our thinking and help shape the direction of the organisation for the next three years.

Who We Are

KPC is a community-owned space in the Southside of Glasgow. Our historic three-storey red sandstone building has been part of the local neighbourhood for over a century.

We have flexible spaces for community activities or private events. We also offer a diverse programme of free and low-cost events, classes and activities for all ages!

A BRIEF HISTORY OF OUR BUILDING



1911 Built in the early 1910s as an annex of Lambhill Street School.

1976 Became the Kinning Park Neighbourhood Centre, run by Strathclyde Regional Council. The Centre began hosting sports events, recreational classes, an after school care and a mother & toddler group.

1996 Facing closure, local mothers who relied on the building for childcare joined forces with local campaigners to declare that the building belonged to the taxpayer and blocked the entrance. The building was occupied 24 hours a day for 55 days. The council handed the keys to the community for a peppercorn rent of £1. Care of the building was then led into the new millennium under a local resident, mother and campaigner, Helen Kyle's organisation Scotland in Europe.

In May 2018 the Kinning Park Complex registered as a constituted Scottish Charitable Incorporated Organisation (SCIO) to build towards a member led organisation that would guide the direction of a soon to be community owned building. **2018**

2019 The building closed for renovation in late 2019 with the KPC team relocating to Clyde Community Hall.

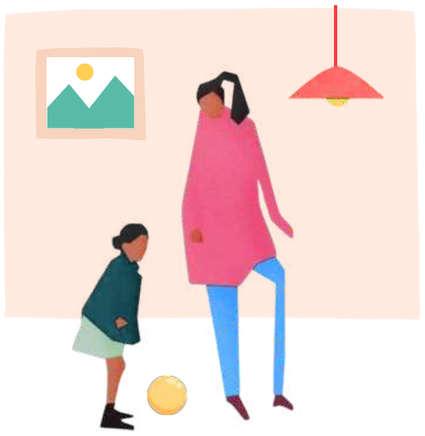
The newly renovated KPC opened back up to the public. **2022**

You can read more about our history on our website
www.kinningparkcomplex.org/about

OUR NEW VISION, MISSION AND VALUES

VISION

A place where everyone collaborates to nurture a just and empowered community



MISSION

To cultivate spaces shaped by the community to advance wellbeing and social change, through learning, creativity and collective action

VALUES

Collective

We stand in solidarity and provide mutual support to our community

Collaborative

We work together with others to achieve more

Creative

We use imagination, innovation and resourcefulness to inspire change

OUR 2026 - 2029 STRATEGY

Strategic priorities are the crucial, high-level goals an organisation chooses to focus on first to achieve its long-term vision.

In order to reach fulfil our mission and head towards our Vision we have decided on **5 strategic priorities:**

1.

GROW OUR MEMBERSHIP NUMBERS

2.

GENERATE MORE INCOME AND RELY LESS ON FUNDERS

3.

IMPROVE FUNDRAISING, MARKETING & COMMUNICATIONS, HR AND OPERATIONS STRATEGIES

4.

INCREASE COMMUNITY AND BUILDING USER ENGAGEMENT

5.

CREATE AND IMPLEMENT A PLAN TO REACH NET ZERO EMISSIONS

1.GROW OUR MEMBERSHIP NUMBERS

We want to have more of our local community involved in what we do at KPC. Increasing the number of local people involved in KPC will enable us to better serve the whole community and effectively work towards our vision.

What we will do:

- **Create more events that brings our community together**
- **Create more opportunities for members to get involved**
- **Communicate more with our members**
- **Improve the benefits members receive**
- **Ensure members have regular opportunities to feedback about their experience**
- **Improve our online membership channel**
- **Have a minimum of 450 members by March 2029**

2.GENERATE MORE INCOME AND RELY LESS ON FUNDERS

We want to secure the future of KPC for everyone. Improving our financial sustainability will help secure long-term existence and allow greater flexibility in delivering our mission of advancing wellbeing and social change.

What we will do:

- **Focus on generating more revenue to reduce our reliance on funding**
- **Review and improve our marketing activities**
- **Improve Trustee finance understanding through training**
- **Review how KPC spaces are used and ensure they meet community needs**
- **Review and offer alternative ways for our community to donate to / support KPC**

3.IMPROVE FUNDRAISING, MARKETING & COMMUNICATIONS, HR AND OPERATIONS STRATEGIES

We want to ensure everyone knows what we need to achieve and how we will get there. Consistency throughout the organisation will help us achieve our strategy.

What we will do:

- **Co-create these strategies with our staff, volunteers and members**
- **Acknowledge our own capacity and seek help from external experts**
- **Approve these strategies by April 2027 and share with the community**
- **Implement these strategies and review them annually**

4.INCREASE COMMUNITY AND BUILDING USER ENGAGEMENT

We want to deepen our engagement with our community by building stronger connections so we can adapt to what our community needs.

What we will do:

- **Create more partnerships opportunities for local people and local organisations**
- **Offer regular opportunities for the community to feedback about their experience**
- **Further involve the community and building users in designing community activities**

5.CREATE AND IMPLEMENT A PLAN TO REACH NET ZERO EMISSIONS

We want to implement more net zero practices which will enable us to live out our ethics and prepare for the future.

What we will do:

- **Implement simple actions immediately**
- **Work with a Net Zero expert to identify and implement best-practice**
- **Provide a policy for everyone involved with KPC to understand their actions to help us reach Net Zero**

We invite everyone who cares about Kinning Park Complex to be part of the next stage of KPC's development - whether as a member, volunteer, partner, supporter, tenant or neighbour.

You can sign up to be a member for free
www.kinningparkcomplex.org/become-a-member

If you are interested in volunteering you can complete this form
www.kinningparkcomplex.org/volunteer-in-glasgow

If you want to discuss being a partner with KPC to host community activities or to discuss options for our co-working spaces: hello@kinningparkcomplex.org

2015 — Garden vols and Glasgow Trades Collective

ACKNOWLEDGMENTS & THANK YOU

We'd like to acknowledge the KPC staff, freelancers and volunteers who have committed their time and energy during 2024 - 2026 to support KPC and help develop this strategy.

KPC Volunteers 2024 - 2026

There have been so many of you who have stepped in to contribute your skills in the last 2 years, if we tried to list you all we are sure we would miss someone out!

Staff and Freelancers

Bart Pietrasik: Building & Hires Lead (2022 - Present)
Bruce McDowall: Director (2024 - Present)
Polina Riabhuka: Community Connector (2026 - Present)
Rowan Fox: Community Connector (2024 - Present)
Ren Clark: 30th Anniversary Events and Volunteer Coordinator (2026)
Shona Robin McPherson: Community Connector (2024 - 2025)

KPC Trustees

Andrew MacKenzie: Trustee (2025 - Present)
Annabelle Thomas: Secretary (2025 - Present), elected as Trustee in 2024
Angus Brown: Trustee (2026 - Present)
Carla Hunter: Trustee (2025 - Present)
Carly McNamara: Trustee (2025 - Present), co-opted onto the Board in 2024
David Lees: Trustee (2022 - 2025)
Farruhk Azeem: Trustee (2024 - 2025)
Flora Menzies: Trustee (2024 - 2026)
Josee Meredith Keevil: Trustee (2025 - Present), on sabbatical for 2026
Lindsey McGhie: Chair (2025 - Present), elected as Trustee in 2024
Margaret Gibb: Treasurer (2022 - 2025)
Michael Wield: Trustee (2023 - 2025)
Piush Singh: Treasurer (2026), co-opted onto the Board in 2025
Sara Johnstone: Trustee & Secretary (2019 - 2025)
Susan Anderson: Trustee (2024)
Veronika Dumitriu née Mihaylova: Trustee (2025 - Present)

Also, with thanks to

Helen Kyle for her continued contributions to KPC and getting involved in 1996 to help local people save our historic building

Everyone who contributed to the 55-day sit-in and ensured our unique community space was in the hands of the community

All previous staff and volunteers who dedicated their time to keep KPC running

Tommy and Nina from CEIS

Partners

Africa Future
Douglas Findlay Art
Glasgow Community Food Network
Iman Tajik
Inclusive Homework Club
Nicole O'Donnell Dance Academy
Protests and Suffragettes
STAGE (Scottish Talent Across Generations Events)
Unity Sisters

Funders

The Robertson Trust

Glasgow City Council

Scottish Government
Riaghaltas na h-Alba