A bit more about the Community Marketplace attendees....

Ayr Gaiety

Ayr Gaiety Partnership is a community enterprise, with a professional staff and over 200 volunteers delivering shows for audiences of over 65,000 a year at the iconic Ayr Gaiety Theatre. As well as activity in the theatre itself we have an extensive youth outreach programme, work with older people with dementia, a rural touring project reaching 15 local communities and an education partnership delivering the only route from school to Masters Degree in Technical Theatre in Scotland.

What are the main successes of your community led approach?
Our key overall success has been reopening the closed theatre – and then returning it to its beautiful self. This is all based on a major volunteer effort. The small staff team works with volunteers to deliver every aspect of our work – from front of house to stage and ticket desk to maintenance. Over 200 volunteers deliver around £250K of value each year and are the only reason the theatre is open.

What are your biggest continuing challenges?
Although we operate as a social enterprise we still need some funding to meet some of our costs. Convincing larger funders to back an initiative in Ayrshire is not easy.

What would help you most in overcoming those challenges?
Our key solution is to develop our donor base – rather than relying on external grant funding. And we are now tackling this – based on some success in attracting donors to back our capital development.

Castlemilk Timebank

We aim to promote community involvement and to rebuild a sense of community spirit in Castlemilk, a large housing estate on the outskirts of Glasgow. We do this by helping people to exchange skills, services and support. One hour of your time will give you an hour of someone else’s. Essentially, our project turns spare time into shared time.

Achievements:
2007 - We received the Local Heroes Award from the Evening Times
2008 - We received the Queen’s Golden Jubilee Award for Voluntary Services
2009 - We received the Butler Award (Community Justice Partnership)

What are the main successes of your community led approach?
Our Timebank is unique as it is run by the local of Castlemilk. The Management Committee is made up of residents, community activists who have managerial skills and know the area well and are
involved in other projects such as housing, elderly and mental health.

**What are your biggest continuing challenges?**

Castlemilk suffers from social and economic exclusion. As both a cause and a symptom of exclusion, many residents suffer from social isolation resulting from a lack of close ties or support within the community. This isolation can have very negative effects on the confidence and self-esteem of individuals, in particular on young people from vulnerable groups.

Funding is an issue.

**What would help you most in overcoming those challenges?**

A greater awareness and understanding of Timebanking.

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**Celebrate Kilmarnock**

Celebrate Kilmarnock, is a community-led partnership that encourages stakeholders to collectively re-imagine and reinvent our public spaces. It promotes cross-sector collaboration that confronts disadvantage, poverty and exclusion, and promotes active citizenship, learning and community development. At its core, is community-based participation and ownership which fully recognises the importance of a healthy ‘human infrastructure’ to a vibrant town.

**What are the main successes of your community led approach?**

Celebrate Kilmarnock has an enviable track record in engaging the local community in activity. Our approach is a long-term intervention, about changing perceptions, challenging dependency and viewing the town community in its entirety.

We have strong representation from the public, private and third sectors – all leaders and opinion formers in their fields but also proud Kilmarnock citizens.

Celebrate Kilmarnock has real ambitions for our town, and the drive and flexibility to become a real movement for positive change:

- Strong network with an Open Forum held every 3 months, attracting over 50 participants from across the sectors.
- Local leaders starting to drive change.
- Annual community events that bring all stakeholders together in common purpose.

**What are your biggest continuing challenges?**

The biggest continuing challenges to Celebrate Kilmarnock is the current operating environment: austerity and centralisation, coupled with alienation and vested interests.

- Celebrate Kilmarnock challenges stakeholders to drive change: to take a risk when everyone is already feeling stretched; to invest scarce resources; to share ‘their resources’ in common purpose.
- A self-protective agency reflex is increasingly leading to a centralisation of decision-making and reinforcing a cycle of managing decline which in turn is increasing people’s sense of alienation from meaningful engagement. Being flexible and finding the right path to success needs a commitment to local decision-making and this requires control of local resources and decision-making.
- Securing a dedicated and sustainable income stream in support of a strong local anchor organisation.
What would help you most in overcoming those challenges?

Local people need to own, lead and drive change, which requires a designated support structure and the ability to make real time interventions.

Celebrate Kilmarnock has worked hard to generate a strong sense of purpose that is clear to Kilmarnock’s diverse communities of interest. Creating common cause across ‘boundaries’ that recognises the importance of a human infrastructure to a healthy town: people as independent agents and yet, very much interdependent. Ongoing dialogue has to meaningfully engage town, regional and national fora.

- Decentralisation: Thinking Small, on a Grand Scale – requires a national debate, directed by strong grass root discussions and dialogue
- Relationships rather than Transactions
- Authentic Community-led Anchor Organisation with solid foundations built on wider stakeholder engagement and community ownership

CLEAR Buckhaven & Methil

CLEAR Buckhaven stands for Community-Led Environmental Action for Regeneration, a small but active charity. Operating in a deprived area, we’re busy improving the environment and building civic pride and engagement through volunteering. CLEAR organises an active planting programme extending community woodlands, orchards as well as spring bulbs and flowerbeds in greenspaces around town. We also run the vibrant Community Growing Space as the hub (orchard, allotments, polytunnel) for our efforts around town. We’re developing outdoor learning spaces close to schools, with whom we run regular learning-doing events. Promoting healthy exercise and nutrition as well as the therapeutic and social benefits of outdoor volunteering is mutually beneficial for both individual and the wider community. Alongside that, we’ve run a heritage project, have established paths and trails around the area and organise public art to brighten the landscape.

What are the main successes of your community led approach?

**Green regeneration:** Starting to turn around and enhance a rundown ex-mining community though a major planting programme (4,000+ fruit trees, 8,000+ native trees, 200,000+ bulbs, 200 amenity trees, 3,000 shrubs, flowers, vibrant growing spaces) combined with community art (archways, murals, ceramics, totems) and heritage (interpretation panels, plaques). Maximising the assets of our glorious location on the Forth and extensive greenspace.

**Community reawakening:** Involving local people in practical action, improving their community, despite many facing challenges. Running regular daily volunteer programmes all year-round, tackling a range of seasonal tasks which contribute to the community’s wider wellbeing. Running bike, woodwork shops, community events and through offering lunches and a community fridge scheme, helping nutrition and neighbourliness.

In short, building community spirit alongside improving the local environment.

What are your biggest continuing challenges?

1. Mobilising new volunteers especially outdoors (social capital weak, dependency strong).
   Capacity of some volunteers is very limited due to personal challenges often requiring support.
2. Maintaining and sustaining a busy ongoing programme (including new sites, activities) alongside maintaining what has been established. Co-ordination and logistics
3. Council retreat from maintenance etc. Slow/no response on various issues; ambivalent attitudes, sometimes good support.

4. Sustaining energy and enthusiasm. Heavier load on workers, core volunteers.

5. Natural threats and pressures (drought, erosion, fruit pests) and vandalism including certain Council actions (weedkiller, strimming, mowing).

6. Continuing overdependence on uncertain, competitive grant funding. Need to generate more of our own income.


8. Succession, especially of Management Committee, governance participation and skills

What would help you most in overcoming those challenges?
1. Regaining community spirit, engagement, commitment to collective action in place of prevalent individualism and despair. This would expand the pool of participants, volunteers, governing body members and future local leaders.

2. Continuity of funding beyond short-termism. Actual, not lip-service, investment in areas of high deprivation. Capacity to generate most or all of our income (including payment for volunteer/work placements, community work etc.)

3. Scope (capacity, time) for more systematic ongoing programming, organisational strengthening.

4. Skills, expertise, energy and ideas transfer (e.g. from business, universities, other organisations) and accompaniment. Perhaps mentoring.

5. More supportive institutional environment (improved attitudes, practical co-operation from/with statutory agencies); functioning local democracy and accountability.

6. Much lighter compliance requirements.

7. Reinstating the Levenmouth rail-link – reducing isolation, increasing opportunities.

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DRC Youth Project

DRC Youth Project is a proactive person-centred youth service which offers meaningful long term support to socially excluded young people (aged 8-24) who dwell along the Dumbarton Road corridor. We are based in Yoker/Scotstoun and also run sessions in Whiteinch, delivering an open and inclusive three stage youth work and employability system which deals with almost 300 young people on an annual basis. The majority of young people we engage with are considered the ‘hardest to reach’. Young people who are often most affected by prevalent social and economic issues within our communities. We are focussed on tackling these issues and aim to provide young people with a constructive alternative so they can become empowered to make positive changes in their lives

What are the main successes of your community led approach?

- Highly successful Youth Employability programme
- More young people into FT jobs and Modern Apprenticeships
- Young people with greater aspirations
- Increase in number of young people volunteering on a weekly basis in local community projects
- Stronger community belief in young people
- Partnership working with local Police and Community Safety to tackle anti-social behaviour
- More targeted approach to street work to engage with young people where they socialise
• Reports from Police and Community Safety have indicated that levels of anti-social behaviour are now at their lowest in years with no serious incidents recorded in last 6 months
• More uptake on free gym memberships
• Healthier and happier young people

**What are your biggest continuing challenges?**
• Funding
• Funders who are willing to cover staff costs
• Ever-changing youth landscape (e.g. Issues relating to increased use of social media, technology etc.)

**What would help you most in overcoming those challenges?**
• Funders who are more flexible with how money is spent.
• Increase in number of organisations who are willing to be pro-active and work together to benefit young people in our communities.

**Dream Machine**

The Dream Machine is dedicated to assist everyone in the community to relax, play and create more. We do this through designing sensory immersion experiences and creative based learning workshops and programs teaching AV technologies and playing with immersive environments.

**What are the main successes of your community led approach?**
We have been going for 4 years and over that time with hardly ever any funding we have managed to build a 5 story community building from the ground up now with a multitude of projects and events running from it. Our success has been working as part of the community giving opportunities not only to engage in services but to take part in the decision making and hard graft of building something from nothing.

**What are your biggest continuing challenges?**
We have a stable base now of support, volunteers and enough income to pay our basic overheads. Our biggest challenge is scaling up sustainably so we can start employing a full time team of staff, who can professionally lead the projects forward. There is no sustainable funding available to support this and adding on a few salaries to our overheads is the difference between us surviving and going bust, so it’s a big leap and a challenge to find the path to true sustainability without pricing out those in need, who use our services each week.

Our other big challenge just now it to build our board to be more representative and also skills led that can help take The Dream Machine to new potentials. The space and vision is there as is the technology. We just need to develop the funding and skill set to develop it.

**What would help you most in overcoming those challenges?**
We don’t want to become funding dependent although securing some would provide us a leg up to build capacity. Our vision is one of full community autonomy where we are fully self-reliant and led by the people we serve. Both in our board and in our day to day survival and thriving. We wish to secure some investment, build our board, develop more partnerships that are mutually beneficial for people in need, empower and provide access to engagement for those often locked out of service direction and develop direct feedback loops with the communities we seek to serve. Overall we wish to see a world not led by fear, stress and anxiety. We wish to see people connected not isolated in their own homes, filled with a sense of purpose and the motivation that they can achieve their purpose. We truly believe by bringing people back around the proverbial campfire to relax, play and
create more, we can use the arts, technology and community together to bring about a better more wholesome world.

Dundee International Women’s Centre

DIWC is a welcoming, inclusive and above all multi-cultural organisation where women can take part in a variety of activities to suit their own needs at any given time. We have social groups for women over 60 and under 18 as well as a lunch club, where any Centre member can have a healthy meal and chat to other women. We also have very informal classes like art, baking and cooking, which provide relaxation and socialising.

Women can take part in more educational classes in English and IT, prepare for their driving theory test, or go on to more formal qualifications in Childcare, Volunteering or IT. They can also get help to find paid work if that is their aim.

What are the main successes of your community led approach?
Because the learners are at the heart of everything the Centre does, it becomes a home from home. It’s where women make new friends and find out what is achievable. Some come with little education and most with a poor grasp of English so they often have low confidence and poor mental wellbeing. Finding that there are so many people who they can identify with is a wonderful discovery and leads naturally to sharing and peer-led education.

The fact that DIWC a membership organisation with staff, volunteers and board members who have also been learners means that it is seen as a safe, sensitive place where women from all cultures can mix without misgivings from their family and communities.

What are your biggest continuing challenges?
We have always worked in a holistic way, to offer a package of services to the women who come to the Centre. It makes ensuring that we maintain the relevance of the work we do in all areas a complicated business.

Continuously seeking feedback from learners and monitoring the uptake and impact of our different work is essential to the Centre’s sustainability. We have developed a very flexible working style so that we can change and develop with the needs of the community.

What would help you most in overcoming those challenges?
All third sector organisations will say that consistent funding is a major problem even if they are recognised as providing excellent services. The emphasis on tightly restricted project only funding makes it harder to be flexible when we need to be, especially if the work we offer is not seen as a priority.

For that reason, we need to make our funding more sustainable, with less dependence on grant funding and more capacity for generating regular, unrestricted donations from the public and private businesses. This is something which we plan to do in the future.

Dunoon Burgh Hall

Dunoon Burgh Hall has been at the heart of the community since it was funded and built in 1874 by the town’s people. Grade B listed and the most important civic building in Dunoon, and Argyll’s only theatre when it was built, it acted as the Town Hall and provided spaces
for meetings, music, dancing and theatre. Falling into disrepair, it closed for 25 years until 2009 when it was rescued, reopened and work began to plan its ultimate restoration into the much-needed arts-led venue and destination it has become.

Dunoon Burgh Hall re-opened in June 2017 following refurbishment as a community arts hub with museum standard gallery spaces, workshops, Theatre with original stage and balcony, café and meeting rooms.

What are the main successes of your community led approach?
The renovation and reopening of Dunoon Burgh hall as a community led arts venue in 2017 is a major achievement which has been supported throughout its 25 year campaign at a grassroots level. Over this period many different community interest groups and individuals resisted calls to demolish the building, and fully got behind efforts to set about saving the Hall when the Trust was established in 2009.

From 2009 - 2017 the Trust operated on 2 part-time staff and teams of dedicated volunteers who supported fundraising, arts programming, holiday programmes and the capital programme. This approach continued as the trust took ownership of the refurbished building in 2017, and volunteers continue to be at the core of the business plan as the organisation grows and develops.

As a result our audiences are loyal and positive advocates for the Burgh Hall supporting our efforts. They bring new audiences and more opportunities ensuring that the aims of the Burgh hall stay focussed on the community.

We are now employing 14 people, and all except 1 lives within the community.

What are your biggest continuing challenges?
- Our biggest challenge is securing funding in the longer term. We currently receive funding from Big Lottery until 2022, but this diminishes year on year. Ensuring that our business plan comes up with the correct financial solutions to meet requirements are crucial. With no support from the local authority or other then we rely solely on our own fundraising efforts and venue hire.
- No staff at the Burgh Hall are full time, from the director down. This means that staff time is always enormously pressured.
- Because the Burgh Hall is seen as a leader and driver of successful initiatives in Dunoon and Cowal, then demand from partners, local community, artists, schools, strategic wide initiatives demand a lot from our staff and volunteers who try to accommodate all requests.

What would help you most in overcoming those challenges?
- Secure and ongoing funding for staff and building costs to underpin the business plan.
- Longer term funding options from funders - not just funding on a project by project basis.
- Additional staff to meet demand. Increased hours for existing staff.
- Establishing social enterprise and educational schemes and initiatives within the structure of the organisation which will support our wider community.

Gallatown Community

Gallatown Bike Hub is a Social Enterprise, which developed from a small community activity fixing and recycling bikes. We offer repairs, servicing, bike builds, 2nd hand sales, training and bike banter. Everything we do is to make cycling and skills and knowledge on how to fix bikes, as freely and widely available as possible to local people living in the Gallatown and wider Kirkcaldy.
Gallatown Gala and Community Group have been constituted since 2014 and grew out of Link Up activities running in the Gallatown. We initially setup to help run the local children’s gala (now in its 7th year) and also to run various activities and events throughout the year.

**What are the main successes of your community led approach?**
The organisation is led by local people - 3 of the company Directors all live within half a mile of the workshop. Its run using a bike co-op model, so everybody has an equal say on how the organisation operates.

We have given out over 700 bikes for free to local people as part of our bikeswap and free bike fix schemes since 2013 and during a recent Dr Bike session we ran at a local primary school, over 2 thirds of the bikes in the bike sheds came from the GBH.

**GGCG - all committee members are local people and are involved in a variety of groups in the area.** We recently ran our 7th children’s gala at the start of July and it was our busiest and best yet. We are also working in partnership to provide a summer programme of activities and events for children and families. We work closely with local people to build close, trusting relationships and provide support and safe spaces.

**What are your biggest continuing challenges?**
Having enough skilled volunteers with enough time to commit continues to be a huge problem and as we get busier as a functioning business, this problem is being exacerbated. Also having staff to support volunteers is a huge issue. A lot of our volunteers have fairly ‘chunky’ issues and require support and time to develop and flourish.

We also need a van

This also goes for the GGCG - including the van

**What would help you most in overcoming those challenges?**
Funding to develop volunteers and also help and support to develop the social enterprise / business.

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**Govan Community Project**

Govan Community Project, formerly Govan & Craigton Integration network is a community based organisation working in the south of Glasgow. Originally a response of community and church members to the needs of newly arrived asylum seekers, we have developed over the years to become a local charity working with and for all the diverse communities of the Greater Govan area and beyond.

We provide direct services such as weekly drop-ins, advice, information and advocacy, cultural events, a community flat, English classes, destitution food project, hate-crime reporting and an interpreting service. In addition the network facilitates forums bringing together public, voluntary and community organisations with local people to help plan public services, promote equal rights and opportunities and cross-cultural understanding, and to build bonds and links within and between communities.

**What are the main successes of your community led approach?**
GCP’s community development work supports the facilitation of community integration by welcoming migrant and displaced people into their new community and providing opportunities for community learning and education. These groups also provide space for vulnerable people in the
community to come together and socialise, offering emotional support, information exchange and opportunities for skill sharing. We aim to support the group members to use an asset-based approach to learning within group settings - fostering a positive environment with a person-centred approach and a rights-based practise.

Our focus is on empowering individuals and groups to engage in civic life and participate in all aspects of society, as well as educating people in rights, entitlements and responsibilities, and providing opportunities to learn skills and tools to self-advocate and increase minorities' voice and representation in the community.

**What are your biggest continuing challenges?**
GCP works in the face of many challenges and opposing forces. Some of these are: the hostile environment, Brexit, gender inequalities, institutionalised and everyday racism, funding constraints, scarce resources and increasing hardship and destitution faced by our community members and service users.

Sustained grant funding is a continual issue for GCP, as with most small charities/non-profit organisations working with marginalised groups, the pace needed to keep up with short-term funding cycles has an adverse effect on staff, project and service delivery.

The conditions of continued hostile economic policies towards asylum claimants, refugees and the local community present significant challenges

**What would help you most in overcoming those challenges?**
Having spaces to discuss, debate, plan and action what we want to see in our growing community in Glasgow will aid in challenging these negative, and often dominant narratives. GCP aims to facilitate the development of a resilient, connected and integrated community in Govan that upholds principles of social justice and human rights for all. Thus we offer safe spaces for people to learn, connect with others and be part of the country they have moved to.

Glasgow became a dispersal city as part of the Asylum and Immigration Act 1999, meaning it is one of the main reception cities for asylum seekers and refugees in the U.K. Govan is an area used for the initial accommodation of asylum seekers, with people often finding it as their first introduction to Scottish life and culture. We want to work with those new to Govan and the local community towards a stronger, active and more engaged community.

Accountable, fair decision making processes at Home Office level would considerably reduce some of the barriers GCP staff and volunteers come up against when working with those in the asylum seeking community.

**Impact Arts**

At Impact Arts, it is our mission to help people and communities transform their lives through creativity and the arts. Established in 1994, we are a forward-thinking arts organisation which enables and empowers social change. We consider the arts as a positive tool for change – helping people to build confidence and attain new skills, get back into work or education, source work in the creative arts or enjoy better health or simply improve quality of life.

We work collaboratively with children, young people, older people and communities to achieve our aims. We work predominantly, but not exclusively, with vulnerable groups. Impact Arts places
innovation, enterprise and creativity alongside outstanding delivery, sound management and a strong ethos of partnership to tackle society’s big issues.

Our talented in-house and freelance artists in Glasgow, Edinburgh, Ayrshire and beyond, ensure that our artistic programmes, exhibitions, performances and events are of the highest quality. We exist to inspire creativity in people and regenerate our communities through a deep, rewarding relationship with the arts. #artchangeslives

What are the main successes of your community led approach?
Listening, inspiring, raising aspirations, creating together, encouraging and celebrating achievements.

By bringing a creative approach to community based social issues such as unemployment, social isolation and homelessness, Impact Arts has developed projects which are person centred, holistic, alternative and fun. We have always been very responsive to changing policy and to local and social need. To ensure the strongest social outcome, all of our work is delivered in partnership with local organisations with input from the local community.

What are your biggest continuing challenges?
Year on year funding continues to be an ongoing challenge when projects have to be reinvented and funding sourced from new funders for continuation. It makes it increasingly hard to build on the successes we have achieved, to nurture partnerships and to grow our impact. We invest heavily in staff training and continually strive to be the best employer we can, yet these ongoing funding issues can have an impact on staff retention and morale.

What would help you most in overcoming those challenges?
Funding cycles of 3+ years would allow us to learn from our evaluation, develop and strengthen relationships, improve services, retain skilled staff and develop a legacy for our work.

Kinning Park Complex

Kinning Park Complex is an independent community space run as a social enterprise on behalf of its members. We generate funds through hiring out a variety of studios, offices, meeting rooms and halls.

We use this revenue to maintain and develop our building in order to provide the local community with activities and services and to offer space and support to creatives, community organisations and social enterprises to develop their projects and ideas.

The projects that we deliver focus on personal development, wellbeing and creativity as well as tackling social isolation and improving social cohesion.

What are the main successes of your community led approach?
You have to go to meet the community where they are, figuratively and literally, and not wait for them to come to you. Provide services that meet their needs, work to translate what you do to something that works for them.

What are your biggest continuing challenges?
Pursuing a community asset transfer with an ALEO has been something that has caused us a lot of issues. The Community Empowerment Act may be in place but it’s still not very well understood.
Also there is the lack of a united front with all the stakeholders.

**What would help you most in overcoming those challenges?**

On a local level Glasgow City Council need to issue clear guidance that is very detailed on how they expect community asset transfers to take place with ALEOs. It needs to cover valuations, disputes and other key issues that are involved.

We need work to bring all stakeholders together, we need transparency on how the processes are being followed through. We need comprehensive post acquisition support. This is all just for starters.

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**Kyle of Sutherland Development Trust**

The aim of the Trust is to ensure that long-term, sustainable benefits are achieved throughout the community and the Kyle of Sutherland area. The Trust focuses on how best to utilise funding from local wind farms and renewable energy projects, while ensuring all match funding opportunities are identified and secured.

A priority of the Kyle of Sutherland Development Trust is to oversee the implementation of the local development plan. Focusing on strengthening and uniting the local community through a range of projects. These include: increasing leisure and outdoor activities available to residents and visitors; creating employment opportunities; developing projects which make difference to the lives of local people and supporting other local organisations to realise their projects.

The Trust manages the community development service, ensuring that it meets the needs of the local communities and delivers the plan in an effective and timely manner, whilst also managing a long-term approach to improving the local area.

**What are the main successes of your community led approach?**

1. Falls of Shin Visitor attraction
2. Ardgay Regeneration Project
3. Fuel Poverty Projects
4. Community Café
5. Health and Wellbeing Activity projects

**What are your biggest continuing challenges?**

Being able to continually refund 3, 4 & 5

**What would help you most in overcoming those challenges?**

Funding which was not from year to year

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**LinkLiving**

LinkLiving is a registered charity that provides care at home, housing support and employability services. It is part of the Link Group family of housing and regeneration focused social enterprises. We provide a range of employability support programmes in Edinburgh, Falkirk and Fife. Our employability services aim to provide support to young people in seeking employment, education and training by helping identify goals and removing barriers to progression. Our programmes take a person centred approach and combine group activities with intensive one to one
supports. This enables the development of personalised plans to facilitate respective individual achievements. In developing our programmes, the content is informed and shaped by participants, past and present. This results in measurable improvements in individual’s self-confidence and self-esteem that ultimately leads to a re-connection with the communities in which they live.

What are the main successes of your community led approach?  
The main success stems from the successful approaches utilised to establish and maintain an early engagement with young people who arrive from complex and chaotic backgrounds. This aims to build the resilience of participants and the provision of longer term support provided by former participants who provide peer support to individuals and act as peer educators in schools. Link uses its network of subsidiaries and connected companies to offer work placement opportunities as well as a range of professional and vocational qualifications to those going through all our programmes.

What are your biggest continuing challenges?  
A challenge remains to be in the position of being able to provide the resourcing necessary to continue to meet the increasing demand for entry on to our programmes.

What would help you most in overcoming those challenges?  
The continued success of our programmes allows us to continue to catalogue a range of successful outcomes and “good news” stories which we use both to publicise our activities and in support of funding applications for future programmes.

Lochgelly

Lochgelly- a journey of People and Place is a collective partnership approach to whole town regeneration, which across a number of themes and projects has created transformational change throughout the town, with the town winning Scotland’s Most Improved Town in Dec 2016.

What are the main successes of your community led approach?  
Real transformational change throughout the town in terms of the look and feel of the town, improved internal pride of place and external perceptions leading to private sector investment and community cohesion. The visual impact of addressing dereliction and dilapidation, taking risks and making targeted and tailored investment to breathe new life into the town, creating spaces for people including good quality housing, enterprise, culture, heritage and leisure as well as bringing the community together via initiatives such as re-starting the local gala, Christmas light switch on with Christmas Fayre, the Community Shop, Growing in Lochgelly and projects to help address social isolation.

What are your biggest continuing challenges?  
Communicating that this is an ongoing journey and work needs to be continuous and sustained, securing commitment and continued investment of resources across the private, public and third sector, supporting the growth of community capacity and ensuring effective succession planning.

What would help you most in overcoming those challenges?  
Investment in resources to review, as a collective, the current status (where we have come from, where we are now, what are the real rather than perceived issues and where to next) and the associated allocation of targeted resources & funding to facilitate and support the ongoing journey.

Plantation Productions

Plantation Productions is a community arts and media charity based in the heart of Govan, Glasgow. With a focus on creative participation and regeneration, we have worked in and with the local community for over
16 years. Our base at "The Portal" is a row of once-derelict shops transformed into a vibrant community arts hub. From here, we run the Making Art Matter programme - a programme of creative activities and media projects that have been developed in response to the many and complex challenges that face communities affected by long-term social and health inequalities.

**What are the main successes of your community led approach?**

Being embedded in and working with the community has enabled us to establish long term relationships with individuals, families and community partners.

This collaborative approach enables people to make new connections with the wider community, access the services they require then make the transition away from services - when appropriate - with new support networks in place.

Peer to peer support groups, for example, can have crucial added value by operating from a community setting, rather than a health setting and creative participation has been proven to promote feelings of wellbeing and positive mental health.

**What are your biggest continuing challenges?**

Maintaining continuity of delivery and meeting demand for our programmes of work is one of our biggest challenges. It takes a considerable amount of time and commitment to develop and establish a project, build trusted relationships and achieve life-changing outcomes with people. We have recognised that real change will come about one step at a time, and often requires a holistic long-term approach - ideally in partnership with other organisations and agencies.

We are often working with too many unknown variables in our medium to long term financial planning, and have to dedicate much of our time and resources to administering and maintaining multiple funding/income streams.

**What would help you most in overcoming those challenges?**

Longer-term, flexible funding that acknowledges the full cost of a project or service includes indirect core costs would be very helpful - we have often been asked by funders to reduce or omit core costs from applications. Simplified application processes with more direct contact (where possible) would perhaps provide a greater understanding of how our work could meet the funder's objectives.

**Platform**

Platform is the arts centre at the heart of The Bridge, located in Easterhouse, offering a year-round programme of cutting edge performance, music, visual arts and participation. Platform views culture and creativity as a bedrock of a healthy and inclusive society. Our work is rooted in our location and engages directly with our audiences. We work with a range of local and national partners to bring together communities and artists.

**What are the main successes of your community led approach?**

Platform came into being through the community led cultural activism that took in Easterhouse in the 1980s and 90s. Since opening in 2006 we have developed a community focused programme in and out of the building that brings together communities and artists to enable reciprocal opportunities to play, learn, be supported, be challenged and to create artworks that reflect their lives and aspirations. Through partnership, Platform takes an asset based approach to community development in order to create new positive narratives for our area. By working with artists and local residents, our programme responds, reflects and inspires our community, encouraging empowerment, increased capacity and greater resilience. In 2016 our artist residency with Deirdre Nelson and a number of local organisations and groups, culminated in the Made in Easterhouse
brand and associated project that celebrated everyday creativity across Easterhouse. This project in particular helped us to reflect on the important role that the Platform model performs across a number of sectors in North East Glasgow including health and community development.

What are your biggest continuing challenges?
Resource is an on-going issue for Platform. Along with the majority of third sector organisations and charities across Scotland we have experienced a reduction to our main grant from local authority funders. In more recent years Platform’s grant has been protected, although this stand still is very welcome, in real terms the grant diminishes as supplier costs continue to rise. This results in an ever-increasing shortfall to cover salaries and overheads and a growing pressure that makes it harder for Platform to perform at the ambitious level we have set. Decreasing activity in response to less staffing resource or funding is a logical response, however, that is a hard route to take when working directly with audiences and experience demand first hand.

What would help you most in overcoming those challenges?
More funding opportunities and grant applications that can cover a decent proportion of overheads or salary costs. For example, creating new roles which then need to be advertised is not always appropriate or conducive to creating a strong sector where workers feel supported and are then able to support. Platform needs support for the core work that we deliver. We fundraise for additional projects but this additional work needs to sit on a strong framework of core activity.

RIG Arts – The Broomhill Project
The Broomhill Project began with initial funds promised over a three year period from River Clyde Homes (RCH) and a one off sponsorship from British Gas via RCH. These funds allowed RIG Arts to initiate an arts pilot to engage Broomhill residents in the regeneration of the area, providing them with a mouthpiece in the process whilst building community spirit and casting a positive light on the area. The Broomhill Project is an ambitious publicly engaged arts project, connecting local residents and artists in collaborations to create physical artworks, events and performances. Its main focus is using creativity and innovation to work with underprivileged people in the community, assisting them in developing their ability and impetus to affect change. RIG Arts used the initial commitment from River Clyde Homes to act as seed funding in order to secure further funding for projects developed with the community to add to the area’s regeneration. To date, we have secured a further £296,880 towards creative endeavours in Broomhill including murals, community gardens, artist residencies, films, community workshops, events, heritage projects and climate challenge workshops.

What are the main successes of your community led approach?
Our community led approach to regeneration has allowed the people of Broomhill to become re-invested in their area. Our project has given them a voice and platform to be heard about what they actually want and need. This has meant residents are engaged in activities, events and proposals and have pride in their area and what it is becoming. It has also meant that the community have taken ownership of their area and have and will continue to maintain and care for it after the project has ended.

What are your biggest continuing challenges?
One of our biggest challenges is funding. As a charity we rely on funding to be able to cover artist’s wages, materials, utilities and other necessities. This means that some great ideas don’t come to fruition or have to be delayed as there’s no money behind it, which can be frustrating for us and the community. We also find challenges working in a residential area trying to get permissions to install art works and community spaces. We receive great support from the Broomhill Housing Association
but plans can take months and months to be confirmed, due to the different levels of management that need to okay them, causing disappointment to many residents.

**What would help you most in overcoming those challenges?**
To overcome these challenges we need to maintain a high level of communication with the Housing Association and Broomhill residents. This means having the right contacts and receiving regular updates about the outcomes of our project plans.

We have a dedicated Fundraiser who sources and applies for appropriate funding for our projects. She really is the engine of our organisation who allows us to continue doing what we do. Unfortunately many Trusts and Organisations do not fund the role of a Fundraiser which is a Catch 22 for us. We need funding to continue but we need a Fundraiser to allow this to happen, so it would be great to find more funders who subsidise key roles.

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**The Stove Network**

The Stove Network is the only arts-led Community Development Trust in Britain. Our mission is to engage and actively involve local people in creating a new Dumfries for the 21st Century. We run a three storey former shop building in the heart of Dumfries Town centre as an accessible community resource, from which we deliver at least 3 public events per week as well as a community café and meeting/project spaces.

Over 30 people work out of The Stove on regular contracts, 75% of these people are under 30 years of age. The majority of our work is on partnership projects with local agencies and groups directed towards community development, regeneration/planning and social impact/inclusion. We turnover approx. £500,000 with only 20% of this coming in the form of direct public subsidy (from Creative Scotland).

**What are the main successes of your community led approach?**
The Stove Network uses creativity as a tool to engage local people in shaping and being involved in a new vision for Dumfries town centre.

For the last 5 years we have repeatedly asked the question 'what is the purpose of a market town in rural Scotland in 21st Century', asking this in a wide variety of creative and engaging ways through events, workshop and long-term partnership projects.

The two main successes of this approach, to date, have been: 1) to initiate the ambitious community-led regeneration project 'Midsteeple Quarter' - the first 'community buy-out' of a High Street in Britain and 2) to support the growth of a successful creative industries sector in and around Dumfries.

**What are your biggest continuing challenges?**
Our biggest challenge has been to grow our organisation to meet the exponential demand for our work in Dumfries and balancing expectations of us from partners and the community. Our success to date has been founded on a risk-taking, collaborative and emotionally open approach - existing models of recruitment and organisational structure are not immediately suited to us. Our challenge is to mix a policy of 'grow your own' with a commitment to openness of opportunity......all the while ensuring that the new structures we build still allow the necessary creative freedom and transparency that has always been our baseline approach. And, all the while, ensuring that we do not create an organisation that becomes an end in itself and way too hungry to feed.
What would help you most in overcoming those challenges?
Development/support work being carried out right across local authority sector and third sector to grow understanding and realistic expectation of how Community Empowerment can work in sharing the delivery of local services across all of these sectors. Availability of professional development opportunities that combine creativity with community development (A Creative Communities Model - anyone?). Adoption of Scotland’s ambitious new (draft) Culture Strategy (aka Creative Communities Mk1?). Somebody finding a magic formula that would allow key staff in emerging organisations to take time out of project delivery to work on policy development/advocacy and attend professional development workshops.