

# SIR JOHN MAXWELL SCHOOL: ONE STOP SHOP FEASIBILITY



## The vision for the Sir John Maxwell School.....

“to deliver a transformed building which strengthens and enhances the life of the local community and provides a catalyst for the regeneration of the Shawbridge area”

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SHAWBRIDGE  
SIR JOHN MAXWELL SCHOOL  
ONE STOP SHOP FEASIBILITY

THE TEAM  
CRGP  
ODS

FINAL REPORT  
JUNE 07

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# 01 INTRODUCTION & BACKGROUND

## 1.1 Introduction

In November 2006, CRGP and ODS Consulting were appointed by Glasgow Housing Association (GHA) and New Shaws Housing Organisation, in partnership with Glasgow City Council and Glasgow Community Planning Partnership Ltd., to undertake a feasibility study into the conversion of Sir John Maxwell Primary School into a One Stop Shop. The school is scheduled for closure in June 2009 following the development of a new school at Tinto as part of Glasgow City Council's Pre 12 Education Strategy.

## 1.2 The origins and aims of the study

The concept of a one stop shop arose out of the Shawbridge Development Plan – a study commissioned by GHA and New Shaws Housing Organisation to consider the options for regenerating the Shawbridge area on the south side of Glasgow. It was one of six studies undertaken of areas in which large concentrations of GHA stock are suffering from decline, as a result of a combination of physical and social problems.

The study concluded that much of the existing housing stock is unsustainable and provided a framework for the creation of a new neighbourhood. It was recognised that the area has a number of important assets whose potential should be maximised in any regeneration proposals. Sir John Maxwell Primary School is not only a building of architectural merit but is also held in high regard locally as an important community asset. There was considerable local concern at the loss of the local primary school. The concept of retaining the building for community use was welcomed by members of the community who participated in the consultations undertaken.

The Development Plan proposed that a range of local services – some of which were affected by redevelopment proposals – should be brought together under one roof to create a new community hub in Shawbridge. The concept was that this would provide accommodation for organisations delivering local services, access to learning and training opportunities and space for community organisations to meet. In addition to enhancing facilities, synergies were anticipated by organisations operating under a single roof.

Having given their support to the principle of the one stop shop, the partners wished to explore the feasibility of the proposals in greater detail and commissioned this study. Its aim is to explore the technical, financial and organisational issues associated with converting the John Maxwell Primary School to a one stop shop when it is vacated in 2009. Critically, it must demonstrate that there is a clear business case for the development through an assessment of the viability and sustainability of the proposed project.



### 1.3 The Partners

#### **Glasgow Housing Association**

GHA took over ownership of some 84,000 dwellings from Glasgow City Council in 2003. As part of its objectives it is seeking to ensure that sustained community regeneration is achieved as part of wider investment activities. In particular through its Neighbourhood Renewal Strategy it wishes to maximise the impact it can bring to communities by delivering services locally and adding value through joint working with other partners.

#### **Glasgow City Council**

GCC has responsibility for a number of areas which could impact on the outcome of the feasibility study. Crucially they currently own the Sir John Maxwell Primary School building. The Council delivers a wide range of services to residents. They also have a range of strategic responsibilities including the preparation of the City Plan, a key document which sets out the Council's aims for the city. The recently completed Shawbridge Development Study has been developed to reflect the City Plan's aims and aspirations

#### **Glasgow Community Planning Partnership**

GCPP brings key public, private, community and voluntary representatives together with the aim of delivering better, more joined-up public services in the city. An important part of the Partnership's work is to ensure that the targeted regeneration of Glasgow continues to improve the quality of life for all of its citizens.

The Partnership has set out its vision in its Community Plan. This demonstrates the link between local, city-wide and national priorities, e.g. crime and community safety, health, education, jobs and the economy, transport and social and physical regeneration.

Local Community Planning Partnerships have been established across the city tasked with the delivery of the Community Plan at that level.

#### **New Shaws Housing Organisation**

New Shaws Housing Organisation is part of a network of Local Housing Organisations (LHOs) with community led management committees providing a locally focussed service to GHA tenants. With over 3,400 tenanted properties, New Shaws Housing Organisation has established itself as a key player in the regeneration of Shawbridge and has developed a series of initiatives aimed at contributing to the wider regeneration aims of the area

### 1.4 The Steering Group

In the development of the Shawbridge Development Study, a key feature was the establishment of a Development Strategy Group. Its membership comprised local residents and officers from GCC, GHA and New Shaws Housing Organisation.

This group would form the basis of the Steering Group responsible for taking this feasibility study forward. Five local residents and representatives from GHA, New Shaws Housing Organisation, GCC and GCPP have participated in the Steering Group. They have guided the work undertaken by the consultancy team.

## 1.5 Context – other facilities in the area

### The Kindergarten @ Hickory Dickory House

Hickory Dickory is a private nursery school for up to 85 children aged between six weeks and five years. The majority of children at the nursery do not live in the immediate Shawbridge area. They come from the wider Pollokshaws area and from Shawlands, Newlands and Cathcart. The nursery is operating at full capacity with a high proportion of children up to 3 years of age. The nursery also works with Glasgow City Council and provides places for children from asylum seeker families.

### Pollokshaws Burgh Hall

The Burgh Hall is an 'A' listed building, incorporating a range of spaces and has a strong link to the area's past. Owned by Glasgow City Council, it is leased to Pollokshaws Burgh Hall Trust who manage the facility. The hall provides meeting space for a number of community organisations and activities. These include adult education courses, dance and drama courses, weight watchers, Islamic Women's Religious Education, theme nights and community meetings. The Burgh Hall also provides a venue for weddings and other social occasions.

### Tenants Association Hall

This prefabricated building is located on the east side of Shawbridge Street and has been used in the past for a range of community activities. It is owned by Glasgow City Council and occupied without lease by an unconstituted group. The building has been poorly maintained. It requires significant investment which is considered to be uneconomical. The Council has therefore agreed that the building should be demolished.

### Key to Life Building

This building was formerly the Pollokshaws Public Baths. Following its closure, the Council leased it to a private individual who operated it as the Key to Life private health and fitness club. The club included a sports hall, fitness suite, an Olympic gym and a boxing gym. The facility also provided a number of classes including gymnastics, martial arts, and pilates. Whilst we were undertaking the Shawbridge Development Study, the owner exercised his right to buy in order to relaunch the facility. This, however, was unsuccessful and he subsequently closed the facility and entered into negotiations to dispose of the site for residential use, commercial units and sports facility. The owner is in the process of trying to identify a suitable developer who would redevelop the site and potentially the adjoining library as a mixed use site.

### Pollokshaws Library and Learning Centre

The library is based at the northern end of Shawbridge Street and is managed by Culture and Sports Glasgow. It incorporates a lending library, free internet access and use of PCs, payphone and photocopying facilities. It is an access point to FE colleges. The facility has become a key resource for members of the asylum seeker community. The library employs five FTE staff with more than 100,000 users per year. The building is in poor condition and requires substantial upgrading. Culture and Sport Glasgow would like to see an expanded role for the facility and have prepared a design brief for a newly developed Community Library and Cyber Café. It is envisaged that the new facility would be located on the same or the Arcade as part of the wider redevelopment of Shawbridge.



Pollokshaws Burgh Hall



Key to Life Building



Pollokshaws Library and Learning Centre

### **Pollokshaws Parish Church**

Located on Shawbridge Street, the church hosts a variety of community activities in addition to its regular services. These include: Boys' and Girls' Brigade; Sunday School; Heritage Group; a 'Nearly New' shop; and hosts the Citizens' Advice Bureau on a weekly basis. The Church has a hall which can hold 100 people as well as two smaller buildings. The Church is currently undertaking a feasibility study to identify how maximum use can be obtained from its facilities.

### **Pollokshaws Methodist Church**

The church is situated on Shawholm Crescent, close to the corner of Pollokshaws Road and Nether Auldhouse Road. A number of organisations use the hall and meeting rooms including an asylum seekers group, dance group for children, alcoholics anonymous and a mental health group. These activities are mainly attended by people from the local area. The church works extensively with the asylum seeker community and, in particular, young asylum seekers aged 11 to 18 years.

### **Former Pollokshaws UF Church**

This B-listed building ceased to operate as a church 20 years ago. It is currently home to the 'Rough n Tumble' children's soft play centre. The facility is open seven days a week, 10am - 6pm. On week days they tend to cater for pre-school age children. At weekends they have children of all ages who are under a prescribed height. The venue contains a café and is available for hire at the weekend. Most users live in the immediate area.

### **Shawbridge Police Station**

The police station at the southern end of Shawbridge Street is staffed on a full-time basis by a civilian. It is used as a base for the community police officers covering Pollokshaws and Shawlands (two officers for each area). The station also provides a base for a flexible police unit (mobile response, 18 officers). The Shawbridge Development Study has identified the site as suitable for new housing should Strathclyde Police agree to move.

### **Home Start Glasgow South**

Homestart is a voluntary organisation that provides support to families with a child under the age of five suffering stress. Its aim is to prevent family crisis and breakdown. Homestart covers a wide area including Penilee, Cardonald, Thornliebank and Pollokshaws. The organisation has been based in premises leased from GHA on the ground floor of the multi-storey flats at 215 Shawbridge Street for five and a half years. The building is planned to be demolished as part of the Shawbridge Development Study.



Pollokshaws Parish Church



Pollokshaws Methodist Church



Shawbridge Police Station

### **Dementia project**

Based in the multi-storey flats at 12 Riverford Road, this project is run by Alzheimer's Scotland. It provides support to older residents enabling them to continue living in their current home. The project base has recently moved to another location outwith the study area, due to the impending demolition of the block.

### **Community Flat**

The flat is located on the ground floor of the multi-storey flats at 21 Riverbank Street. The flat is owned by GHA and managed by New Shaws Housing Organisation. A wide range of local groups make use of this facility during the day and evenings. The flat closed in March 2007 due to the impending demolition of the block.

### **Pollokshaws Adult Literacy Network Project**

This project is run by Langside College and is currently based in the community flat. The project provides support to local residents, including asylum seekers, to enable them to develop their reading and writing skills. The project uses some of the computing facilities available in Pollokshaws Library. Alternative accommodation is currently being sought.

### **Glasgow City Council Youth Services**

Glasgow City Council Youth Services support young people in the area through a drop-in service. At present this is primarily linked to health issues. Pollokshaws Burgh Hall is used one evening per week. The service is finding it difficult to secure a suitable venue to extend the services it provides. It would also like to improve links to other services and facilities.



## 02 Building Fabric & Condition

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The Sir John Maxwell School was completed in 1907 to replace the original industrial school which had been gifted to the people of Pollokshaws by the local landowner Sir John Maxwell of the Pollok Estate in 1854. The building was designed by John Hamilton in the classical style with strong Baronial influences.

The political activist John Maclean received his education in the original school. Between 1908 and 1915 he taught night classes in Marxism.

The building is constructed externally from red sandstone with pitched slate roofs. The internal construction is a combination of concrete, brick and timber.

The classrooms have generous floor to ceiling heights and large expanses of windows providing good natural daylight, although cill heights restrict views.

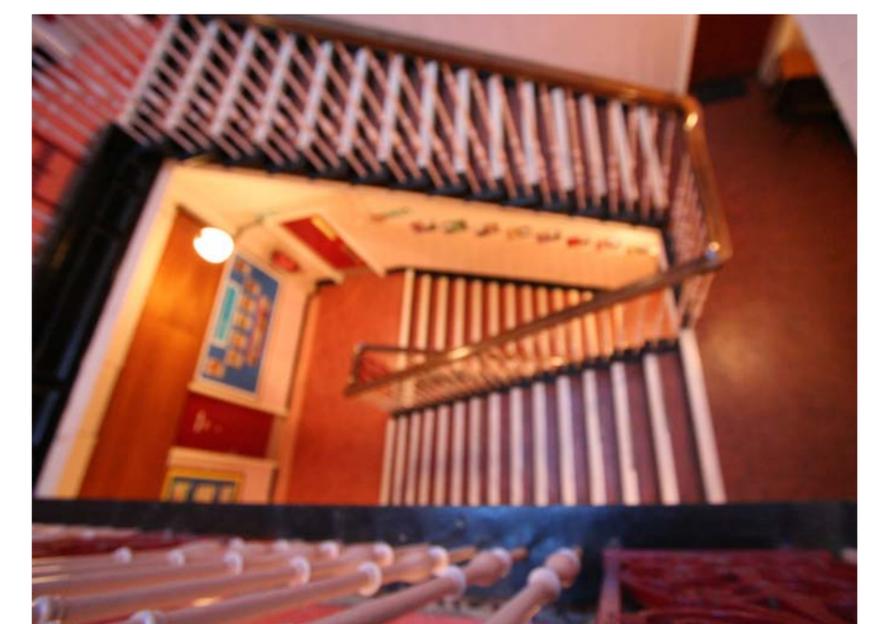
The main space within the building is an impressive double height assembly hall overlooking Ashtree Park with classrooms off and a balcony wrapping round at first floor.



A large sports hall is located on the second floor above the assembly hall.

The current entrances are located to the side of the building enclosed by ornate stonework.

The wide staircases on either side of the building are top lit by decorative rooflights.



The timbers throughout the school are affected by a serious case of dry rot.

There is evidence of extensive damage throughout the whole of the upper floor and all timbers will require a complete overhaul.

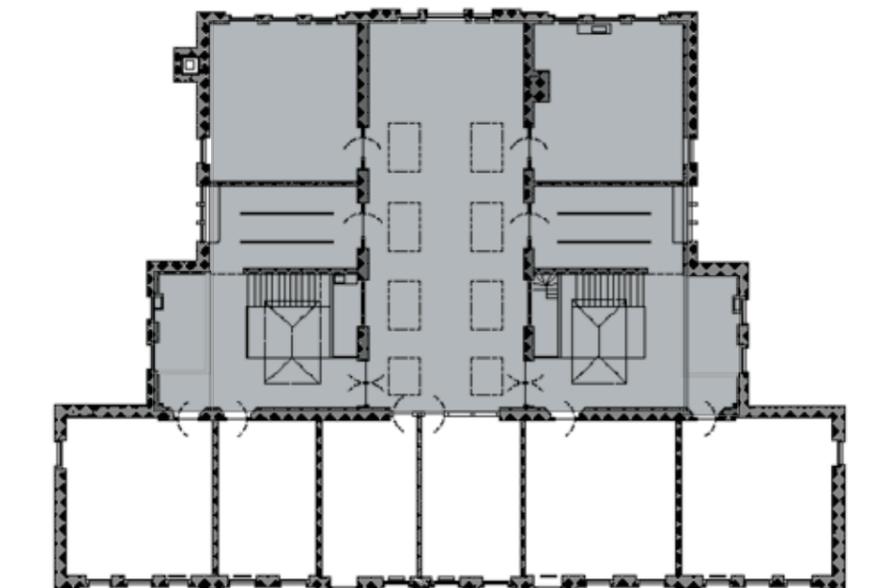
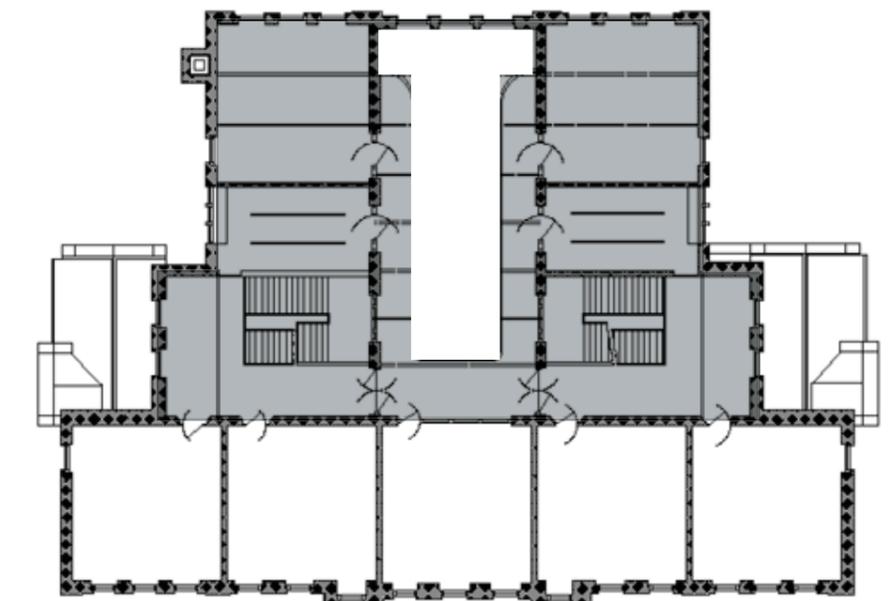
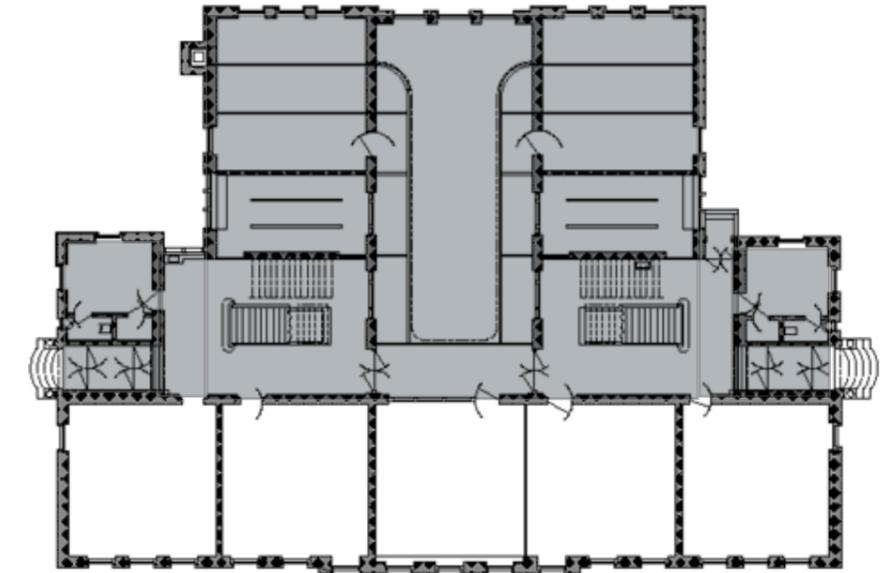
The floor construction of the south facing classrooms are made up of timber joists and will require to be removed along with the roof trusses.

The areas shown opposite in grey are constructed of concrete and remain structurally sound. This gives the building a solid core.

All windows and timber lintols throughout will require replacing. Plaster throughout the building is cracking due to water ingress.

It is clear that the building will require a full soft strip, removing the majority of the timbers, floors, roof and windows. However, the concrete core of the building and the stonework are in reasonable condition and would form the basis of the envelope in which to construct an appropriately designed and serviced building.

For further information regarding the building condition, See Appendix 4.



## 03 Consultations with Potential Users

### 3.1 Consultations

We originally identified a number of organisations seeking appropriate accommodation or affected by redevelopment proposals during the Shawbridge Development Study. We then undertook a further round of consultations with potential building users as part of this study.

Organisations were identified on the basis of the knowledge of members of the study team or Steering Group. Some additional groups also contacted the team as a result of local consultation activity.

Those organisations consulted include:

- Pollokshaws Integrated Network
- EQUIP/Govan Initiative
- Homestart
- Greenview Church
- Alzheimer's Scotland
- Community Health and Social Care Partnership
- Glasgow City Council – Culture and Leisure Services
- Glasgow City Council – Chief Executives Dept
- Glasgow City Council –Development and Regeneration Services
- New Shaws Housing Organisation
- Pollokshaws Regeneration Group
- Glasgow City Council – Finance Services
- Pollokshaws Burgh Hall
- Pollokshaws Adult Literacy Network Project
- Glasgow Playschemes Association
- New Wine Outreach Church
- Strathclyde Police

Overall, responses have been positive. Consultees welcomed the principle of retaining the school building for community use. They have also demonstrated that there is strong demand for space in a new facility.

Strathclyde Police have been the one exception to this. They indicated that the development of the one stop shop facility does not fit in with any plans they have for future policing at this location.

We asked consultees expressing an interest in occupying the building to provide as detailed an indication of their requirements as possible at this time. This allowed us to prepare an initial project brief. A number of organisations were unable to qualify their detailed requirements at this stage and we have had to make assumptions. A summary of the organisations identified as seeking space is as follows:

#### **New Shaws Housing Organisation**

New Shaws Housing Organisation is currently located within Shawbridge Arcade which is the subject of redevelopment proposals being promoted by Glasgow City Council. They have indicated a need for office accommodation for approximately 26 staff, including reception area (with small childrens play area), interview/ meeting/ conference rooms, kitchen and public and staff toilets.

Their offices will also be the location for around 40 staff who will transfer from GHA head office this summer to support the local Shared Services Partnership covering this area. Accommodation is therefore required for 66 people.

#### **Glasgow City Council Financial Services**

The Council has a local service centre located within New Shaws Housing Organisation's offices. They provide access to Housing Benefit and Council Tax services for some 8,500 residents in the wider area. They share office accommodation with New Shaws LHO and generally have a similar number of staff to the Housing Organisation (26).

They are currently expanding the number of staff located in this office as well as taking over the whole of the ground floor accommodation as the LHO moves to the first floor. In the longer term the service is going through a process of decentralisation and realignment with the CHCP boundaries. There is potential, therefore, for a substantial increase in current floorspace requirements.

Recent customer surveys have also highlighted the suitability of Shawbridge as a location and there are considerable synergies of being co-located with the LHO. Potentially this could increase their floorspace by another 50 per cent.

#### **Glasgow South West Regeneration Agency (GSWRA)**

GSWRA is currently seeking to identify a suitable base in Shawbridge to deliver its services to residents, and is looking at some temporary options. However it requires a more permanent facility from which to operate. Glasgow South West Regeneration Agency came into being on the 1st of April 2007 as a result of the merger of two of the local Development Companies operating within the South West of Glasgow. (Govan Initiative and Equip). The company now employs in the region of 270 staff and in general is tasked with supporting the regeneration process within

SW Glasgow and connecting regeneration opportunities to people living locally. This makes GSWRA a key potential partner in the regeneration of Shawbridge. GSWRA's vision is 'To establish a cosmopolitan, vibrant community where people of all ages are proud to live learn and work.' To support the achievement of this vision the agency has established a series of goals:

**Economic:** Generate a vibrant, diverse and sustainable economy

**Environmental:** Establish a community environment that attracts and retains people and investment

**Social:** To create pathways that connect people to opportunities for quality living, working and learning

**Internal:** To be recognised as an excellent company valued by all our customers

While GSWRA has only just come into existence, the merged companies bring an extensive track record in project management and development, particularly in property and related physical activity. Key relevant successes include:

- Redeveloped semi-derelict, Grade B listed Hills Trust School as a leading edge, high-tech learning academy.
- Key partner in the rescue and ongoing redevelopment of the Grade A listed Pearce Institute in Central Govan.
- Currently undertaking the £3.5M redevelopment of the Grade B listed former Police Station in Orkney Street - establishing the building as a centre for Community Enterprise and enabling local community access to financial and information giving agencies.
- Currently a key player in the Central Govan Action Plan - £65M, 10-15 Years regeneration and investment programme
- Owns and manages a property portfolio which currently generates £1.5m annual income - Ibrox Business Park Phase I & II, Festival Business Centre, Digital Media Centre, Moor Park Phase I & II, Rowan Business Centre and Orkney Street.

### **Alzheimer's Scotland**

Alzheimer's Scotland provides care and support services to vulnerable older people. Until recently it was located in the ground floor of a multi-storey block in Shawbridge. Due to the impending demolition of the block, the organisation has relocated to offices close to the city centre. They retain a requirement for local accommodation for a project and are currently developing their detailed requirements.

### **Homestart**

Homestart provide support and training to families in Shawbridge and the wider Pollokshaws area. They are expanding their activities and area of operation as a key stakeholder in the implementation of the local childcare strategy. Currently based within the ground floor of a multi-story block at 215 Shawbridge Street, they are seeking more suitable accommodation. Their initial requirements include office accommodation, training/interview rooms and access to rooms suitable for use as a crèche.

### **Community Health and Social Care Partnership**

The Community Health and Social Care Partnership deliver a range of services to local residents, both directly and through local partners such as Homestart. They have indicated a requirement for premises which would be used to deliver family support services, although not with a permanent staff presence.

### **Culture and Sport Glasgow**

Culture and Sport Glasgow indicated a willingness to explore the potential for the creation of a new library in Shawbridge when consulted during the development of the Shawbridge Development Study. However, more recently it has indicated that it does not consider the school site as a suitable location for a library facility. Its preference is for a more 'retail' locus at or near the location of the existing library. However, it has indicated a potential need for office accommodation and further details are awaited.

### **Greenview Church**

The church is located to the north of the Development Study boundary and currently has a range of groups and activities. Many are used by Shawbridge residents. The church has limited space available for expansion and initially is looking for access to a large (200 people) multi-purpose room.

### **Pollokshaws ALN Project**

This is an adult literacy project run by Langside College. In the past it has used facilities in Pollokshaws Burgh Hall. It is looking for an improved local base from which to deliver its services, including office accommodation for two people, tutoring rooms and access to a crèche.

### **New Wine Outreach Church**

This church currently uses Sir John Maxwell Primary School on a weekly basis for church fellowship, youth and Sunday school meetings. It also runs a charity shop in the Shawbridge Arcade. It has a requirement for access to a meeting facility within the refurbished school to maintain its existing activities. It is also interested in continuing its charitable outlet in the area, should the Arcade be redeveloped.

## Glasgow City Council – Youth Services

The Council requires access to flexible space from where it can provide services to young people. This space is not required on a permanent basis, nor does it need dedicated office accommodation.

### Summary

Local service providers have indicated considerable interest in being located within a 'one stop shop' facility. As well as being part of the Community Hub, it is intended that the new facility will form the focus for the management and delivery of the regeneration programme for Shawbridge. The one stop shop will provide the opportunity for the appointed developers to secure a local office base which will enable them to develop close working relationships with community organisations and agencies who will be based in the facility, particularly in relation to employment opportunities. We have defined the overall purpose of the 'one stop shop' as being:

- to provide a single focal point for local service delivery;
- to provide the opportunity for greater synergy between service providers;
- to provide improved community access to learning and employment opportunities; and
- to provide additional community activity areas.

Based on information we have received to date, we can summarise the accommodation needs to include:

- 14,000 square feet of office accommodation (including meeting rooms, toilets and staff rooms);
- flexible meeting space for use by local groups to accommodate up to 200 people;
- crèche facilities for up to 12 children;
- Learning Centre requiring space for 15 PCs;
- flexible meeting space for use by service delivery organisations;
- café;
- consultation rooms;
- central reception area; and
- external amenity space and car parking.

The one stop shop facility forms one of the key building blocks in the regeneration of Shawbridge. It is part of the 'Community Hub' as envisaged in the Shawbridge Development Plan. This includes Pollokshaws Burgh Hall, Ashtree Park, the health centre and library.

We envisage the 'one stop shop' being provided at an early stage in the regeneration programme. In this way we hope that it can provide a strong focus for residents during a period of significant change and upheaval. Critically, we want to ensure that local organisations that have an important contribution to make to the regeneration process are able to operate to their full potential.

The 'one stop shop' is intended to complement and improve the range of facilities available to local residents. In particular it is not anticipated that it will undermine activities within Pollokshaws Burgh Hall, Pollokshaws Parish Church or Pollokshaws Methodist Church. In the case of the Burgh Hall, we believe the proximity of the two buildings could be used to create greater synergy between the services offered.

### 3.2 Consultations with Key Partners and Community Organisations

#### Stakeholder Workshop

We followed up our initial consultations with a workshop to which key partners and community organisations were invited. A list of those who participated is attached as Appendix 1. At the workshop we gave feedback on the consultations we had undertaken, outlined our concept for a one stop shop and provided an indicative physical layout for the building.

Key issues to emerge from this exercise included:

#### Physical Issues

- Overall there was support for the way in which the building could be restructured to house the users identified. Given the local importance of the building and its proximity to the 'A' listed Burgh Hall, the quality of design and materials will be imperative
- The principle of utilising the new roof area to create additional accommodation was welcomed.
- There should be clarity in terms of the mix of users and what their requirements are. In particular the need for any extension of the facility should be identified and the potential design and layout implications of this considered.
- There also needs to be further consultations with some service providers in Shawbridge. If the facility is to be a one stop shop then all local service providers should be represented, including the police and library services.
- The facility should not become an office building. It should be recognised as delivering local services. Greater emphasis should be placed on the ground floor as the focus for community activity where local people can access services and use the space provided. The idea of an internet café, possibly linked to the learning centre should be developed further.
- The facility needs to have a balance of uses and be flexible to accommodate changing needs to ensure its long term future.
- Demand for facilities for young people should be further explored.
- The proposed crèche accommodation should be developed.
- The concept of designing the building so as to reduce heating costs was welcomed. However, further consideration should be given to how this can be effectively delivered and managed.

## Management Issues

- An organisation with the right experience needs to develop and manage the facility as required if it is to succeed.
- New Shaws Housing Organisation is unlikely to have the capacity (nor legal structures) required to develop and manage the facility at this time.
- It would not be appropriate for Glasgow City Council to take a direct role in the development of the facility.
- Organisations operating within the facility require to be involved in its design and ongoing management.
- There needs to be the opportunity for the local organisations and the community more generally to be involved in the management of the facility.

As owners of the school, the Council's preference was not to sell it but lease it for a nominal sum. Its current view was that the receipt, required to fund the provision of a new school at Tinto, could be met internally by the Council in lieu of making a financial contribution to the new facility.

Council officers undertook to submit a report to the Council's Executive Committee, establishing the principles for disposing of the property once the overall funding requirements of the project were known.

## GCC – Director of Regeneration Services

As the proposals emerged, members of the study team met with the Director of Development and Regeneration Services to discuss the proposals in a more strategic context.

At the time of the meeting, the Council had recently taken a decision to progress all regeneration areas that had been the subject of development studies. Discussions were ongoing with GHA and the Scottish Executive. In particular, the Council and GHA were seeking agreement to change the terms of the Land Protocol Agreement put in place at the time of the GHA stock transfer. If successful, this would allow receipts obtained from land sales to be reinvested in the designated areas. There was no indication at this time as to how long these discussions would take.

At a city-wide level the Council was seeking to create a central hub within each of the five Community Planning areas in the City to deliver services to local communities. Development and Regeneration Services therefore viewed the proposals for a one stop shop in Shawbridge as a 'good fit' with this policy. However, they were of a view that the creation of a 'mini hub' to provide localised services should include the library and police service.

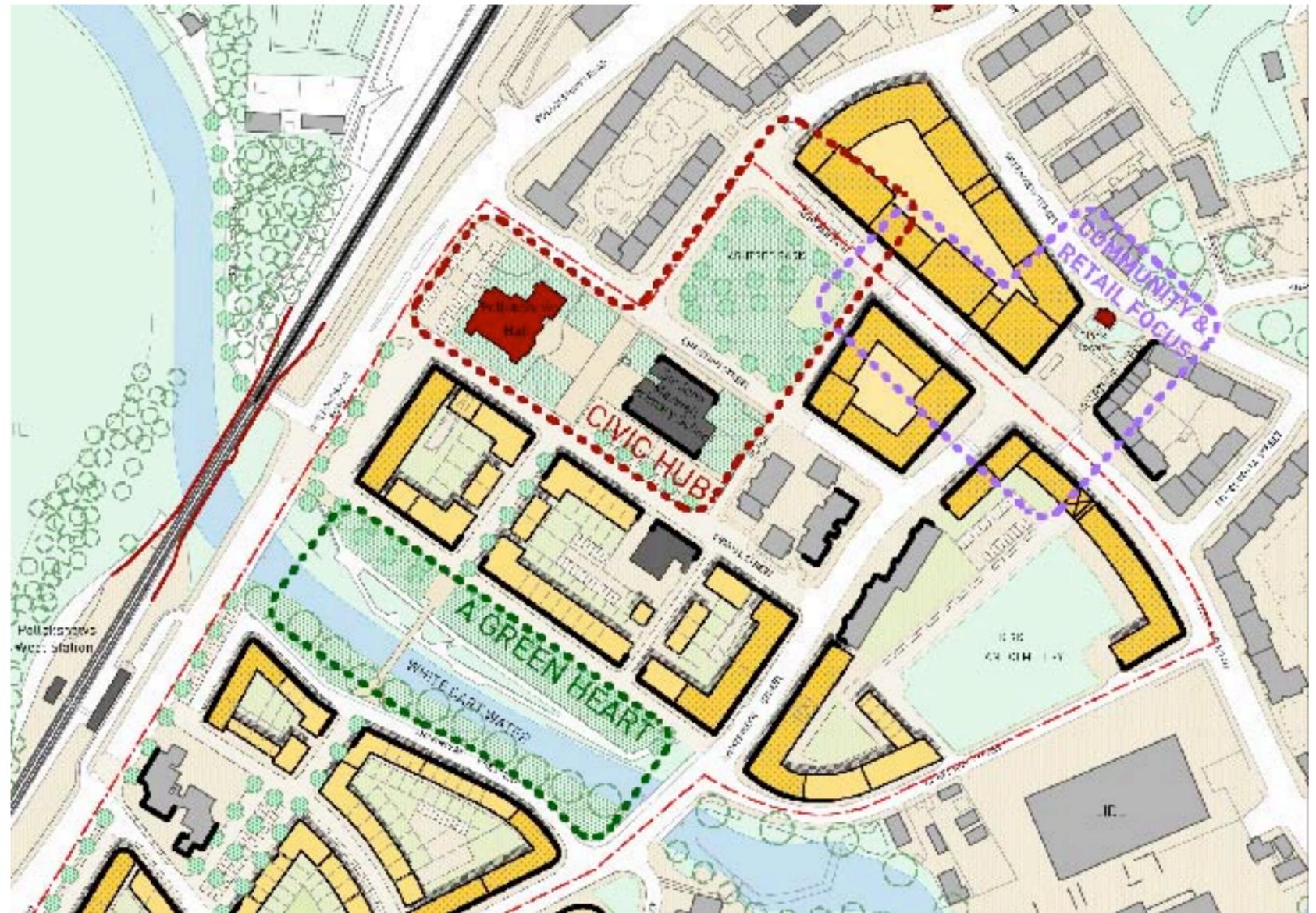
## 04 Physical Proposals

### Physical Context

The location of the school is in many ways a key consideration in its development as part of the civic hub indicated in the Masterplan. It has a strong historical relationship with the area, and can develop a strong physical relationship with its surroundings, particularly Ashtree Park to the North, the Burgh Hall to the West and the redevelopment of the Key to Life building and Retail Hub to the East.

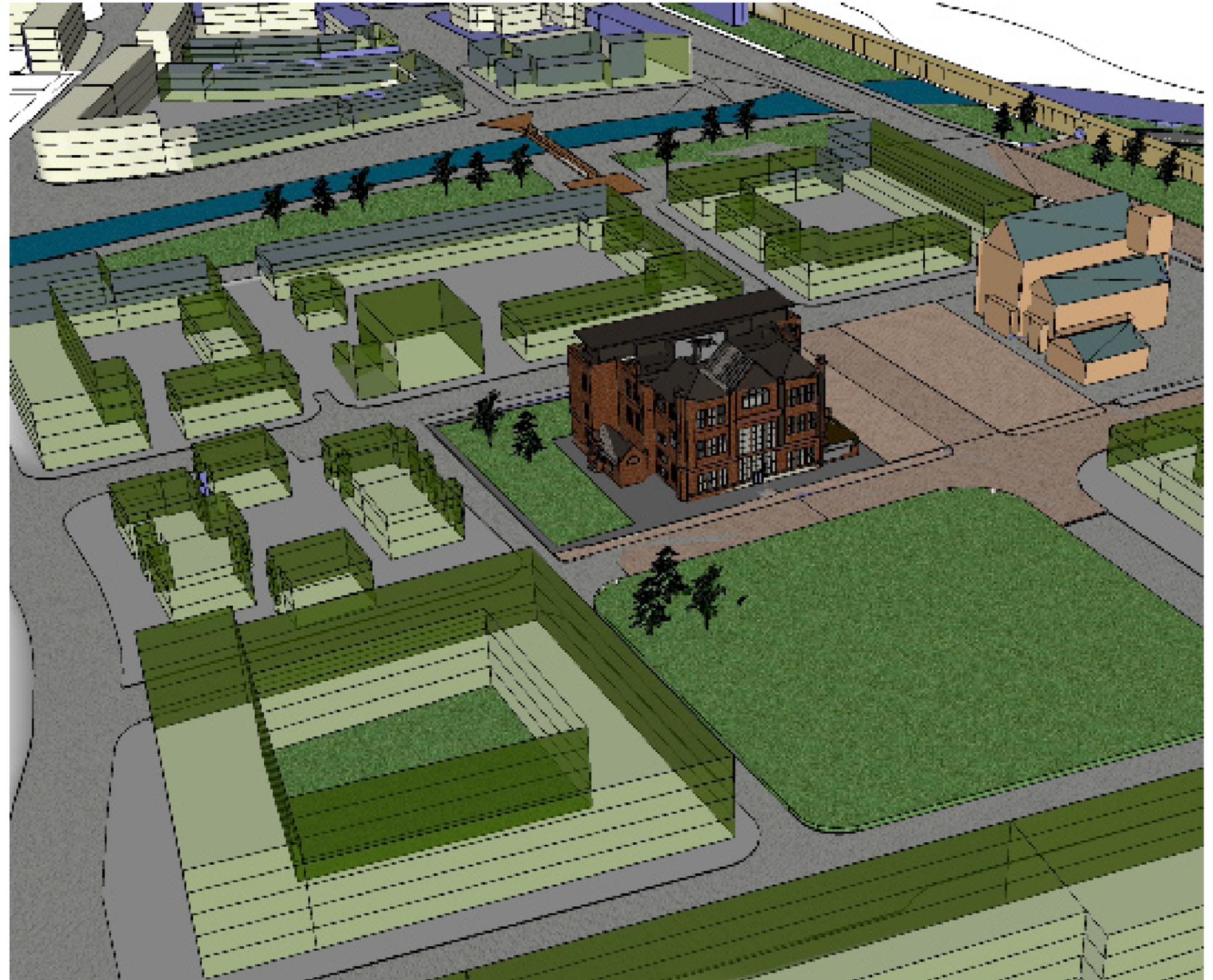
The Masterplan indicates that housing will be developed to the South of the existing school, and will generate an 'urban village' feel to the area. The intention would be to change the character of the streets immediately adjacent to the building, particularly Christian Street, with road and pavement texture being changed to a more traditional finish of setts or cobbles, with some appropriate street lighting and furniture to provide visual links. This would extend onto Pollokshaws Road to provide a strengthened link to the entrance of Pollok Park.

A shared surface will be developed between the School and the Burgh Hall which will give vehicular access into both. Boundary treatment/ surfacing and lighting would be upgraded and designed to complement both facilities and to provide them with an appropriate setting. It is important that the function of the redeveloped Sit John Maxwell School is complementary to that of the Burgh Hall, and the design of the external adjoining space would be used to emphasise this feature.



The through route would be designed for pedestrians only and would link up with the proposed footbridge across the white cart water to provide stronger links between the civic hub and the community to the South of the river.

The current plan of the building has the principal access to the West, which was formerly the 'boys' entrance. A clear intention of the development of the building would be to help re-invigorate the area around it through community use, and foot traffic on the street, and this could be achieved by re-orienting the entrance to the building to the North facing Ashtree Park. This would provide a direct street frontage to the building and develop a good relationship with the park itself. The internal layout of the building is gathered around the impressive double height volume of the central space that this entrance would lead straight onto, and this would give good definition to the community spaces accessed by the public, and the semi-private and



office space deeper in the plan.

### Internal Planning

With the main public entrance to the building giving access directly into the central space, the main community facilities have been organised in the spaces adjoining this. The large floor area would give space for a busy circulation area, and would also provide flexibility for use for public gatherings or for the surroundings spaces to casually expand into it as the need arises. The combined reception is towards the rear of this space.

The principle for organising the plan is that the community areas are on the ground floor, with the highest activity/ most public facing spaces directly of the central space, and the offices on the upper floors.

There are a series of mezzanine floors accessed from the half landings on the staircase which would be utilised for toilets and storage.

The spaces surrounding the ground floor would include:

- Interview booths, accessed by the public
- A community café
- Community Rooms and meeting rooms
- A mezzanine learning centre

The floor for the café would require to be lowered to enable the construction of an appropriate mezzanine space above, which would be an extension of the existing mezzanine. Lowering the floor would also enable the café to become a linking space to any future extension to the building on the site to the east.

With the condition of the roof timbers requiring their replacement, it is considered that an additional floor level can be created at the roof level in a value efficient manner. This would enable the building to be planned



out with future flexibility in mind. The current identified users would fill up at least part of this additional floor. Space has been provided at this level for staff areas and a roof garden which would provide an additional amenity.

Each of the upper floors provides office space which is split between open plan offices, various sizes of enclosed office space, meeting areas and break out rooms. There are also ancillary spaces including storage and toilets.

At the second floor a communal meeting room is proposed within a mezzanine space overlooking the second floor atrium space.

The current identified users who could potentially occupy the upper floors are:

- First Floor: GCC Finance
- Second Floor: New Shaws LHO/ Shared Services
- Third Floor: GCC Finance Expansion (processing unit) / GSWRA / Homestart

Currently vertical circulation is through the two large east and west (formerly 'boys and 'girls) staircases which are accessed from the rear of the central area and arranged symmetrically off it. To facilitate ease of movement through the building, with a degree of secured access, the lift has been positioned to link the space between the two staircases, whilst only being accessible by going past reception. A substantial vertical wall is proposed for the full height of the building which would provide the surface for the wall climbing lift. It would also provide a visual link to enable better vertical and horizontal legibility of the circulation within the building, and would serve a further function of providing natural ventilation ducts as part of the heating and ventilation strategy.

A learning centre has been indicated on the ground floor mezzanine. As a function, this is a will require further community and partner consultation, and is just one possible use of this area.

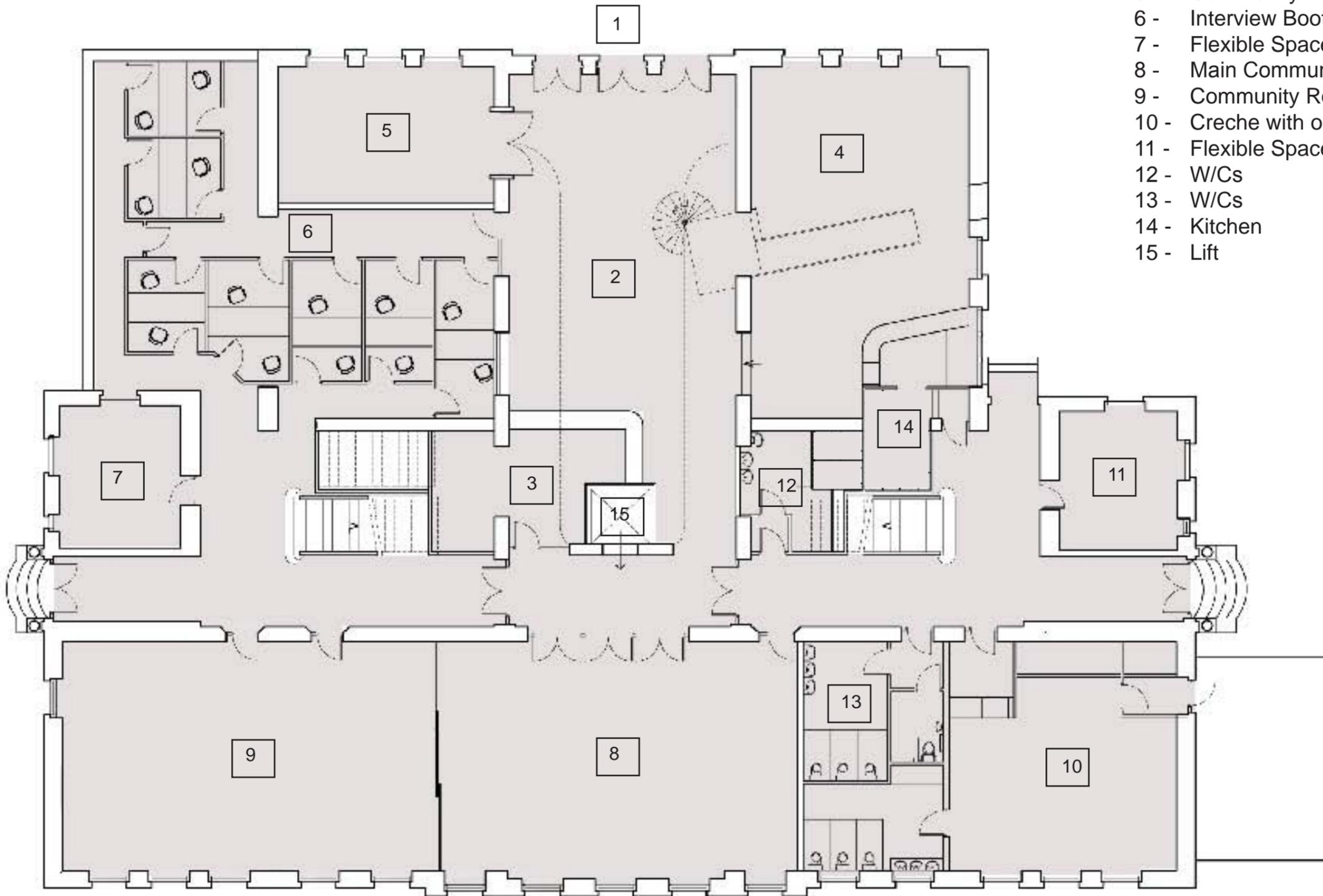
The proposal is intended to provide a building which makes maximum use of the historic characteristics of the building, but within which is a modern building suitable for the 21st century function.

Appendix 3 includes a design brief which identifies in detail the



## Ground Floor as Proposed

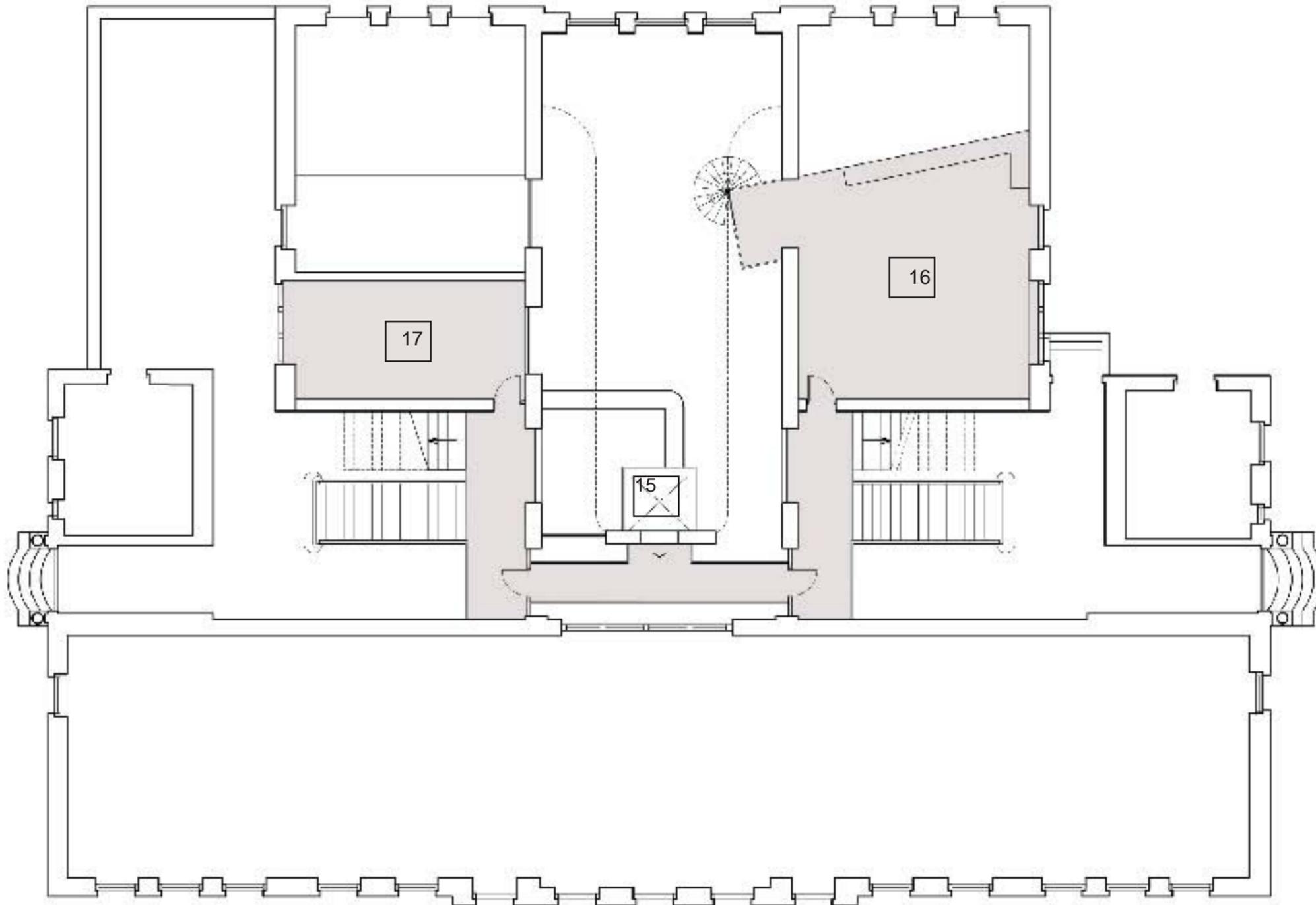
- 1 - Entrance from Ashtree Park
- 2 - Central Space , reception area
- 3 - Reception, staff office
- 4 - Internet Cafe
- 5 - Community meeting room
- 6 - Interview Booths
- 7 - Flexible Space
- 8 - Main Community Room with flexibility to expand
- 9 - Community Room
- 10 - Creche with outside play area
- 11 - Flexible Space
- 12 - W/Cs
- 13 - W/Cs
- 14 - Kitchen
- 15 - Lift



Ground Floor Plan as Proposed  
*Community Facilities*

## Ground Floor Mezzanine as Proposed

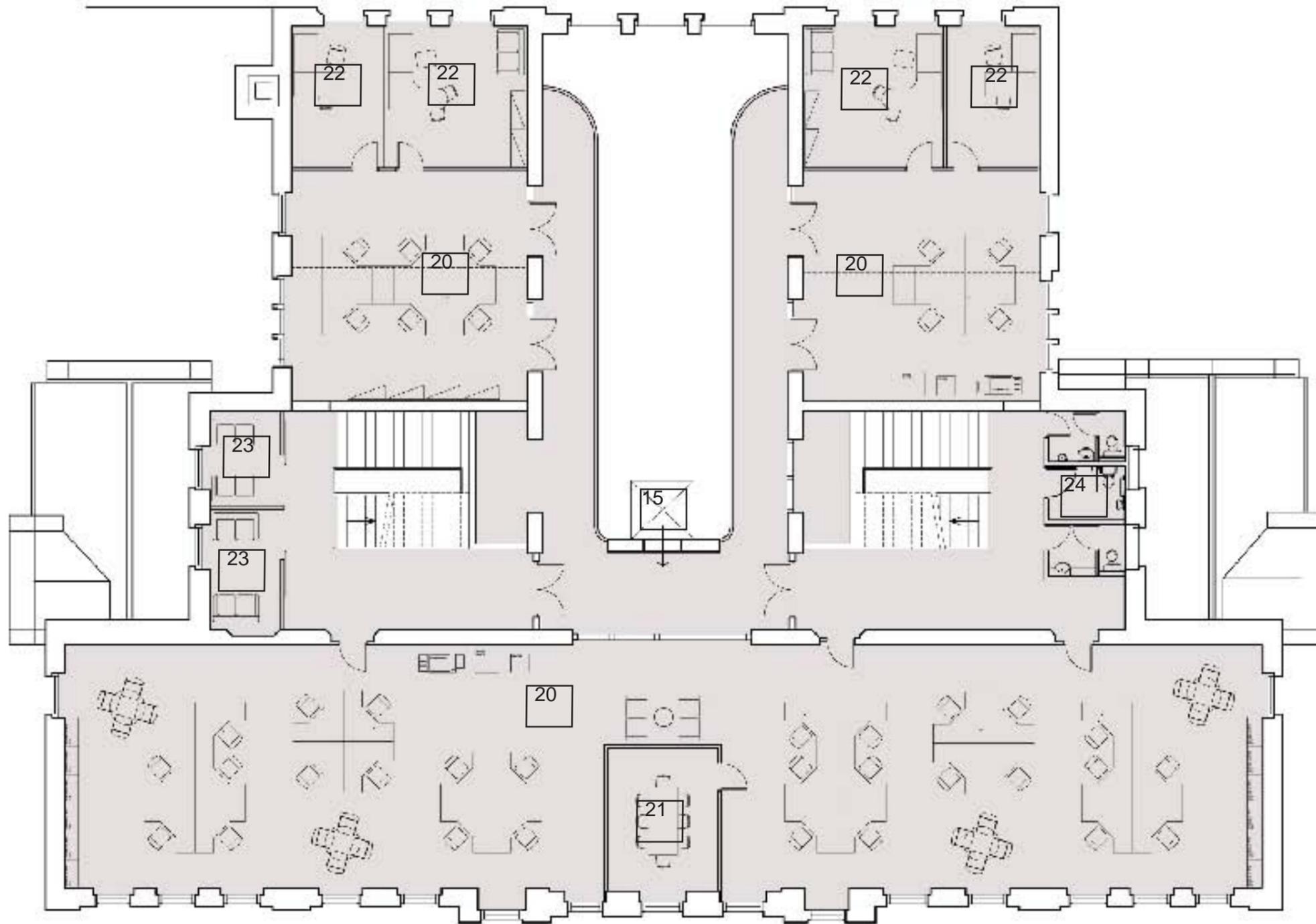
- 15 - Lift
- 16 - Learning Centre
- 17 - Flexible Staff Room / Store



Ground Floor Mezzanine Plan as Proposed  
*Learning Centre and Office/ Staff Room*

## First Floor as Proposed

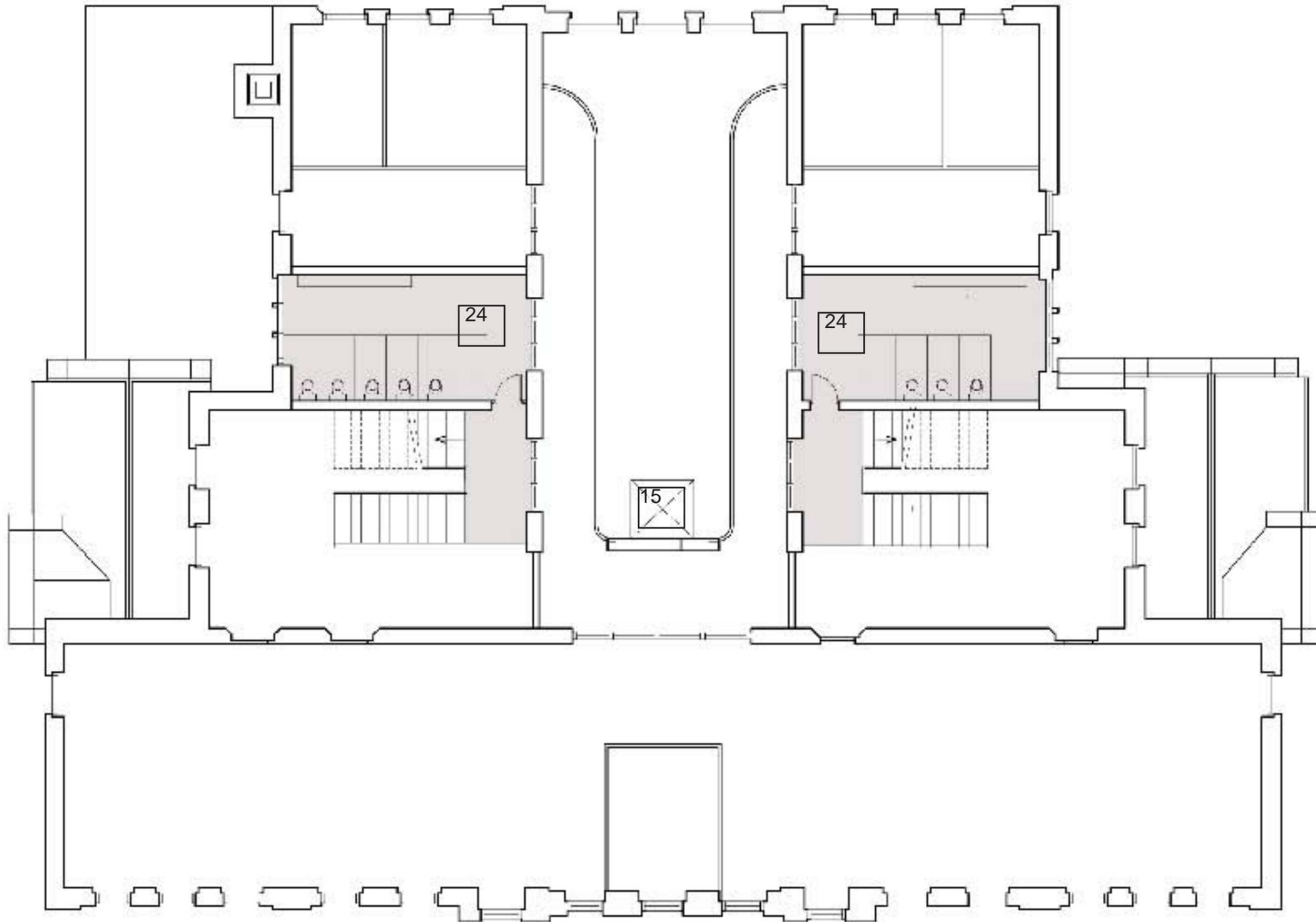
- 15 - Lift
- 20 - Open Plan Office
- 21 - Meeting Room
- 22 - Private Offices
- 23 - Semi-private break-out spaces
- 24 - W/Cs



First Floor Plan as Proposed  
Office Space: GCC Finance

# First Floor Mezzanine as Proposed

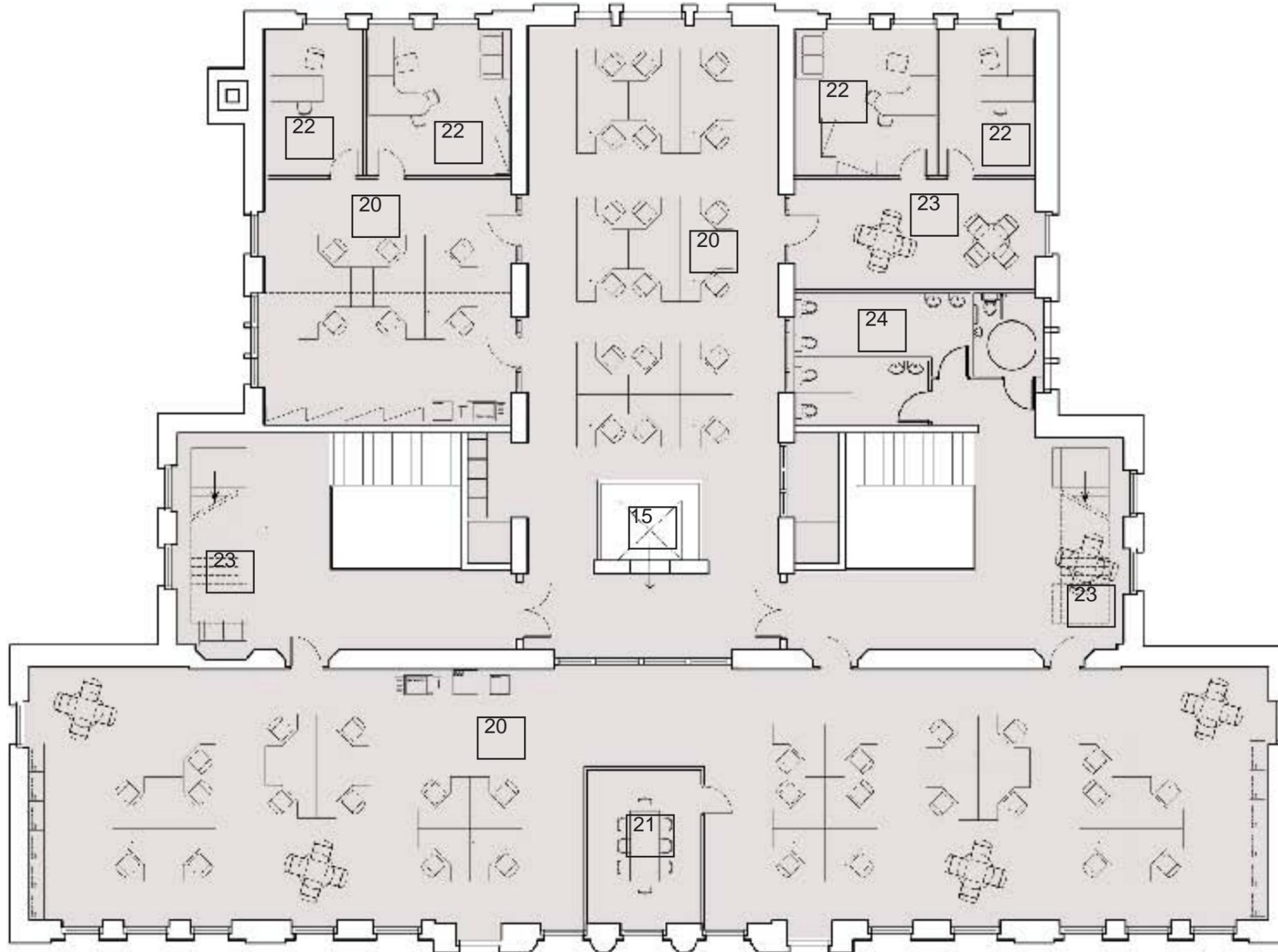
15 - Lift  
24 - W/Cs



First Floor Mezzanine Plan as Proposed  
*Ancillary Space*

## Second Floor as Proposed

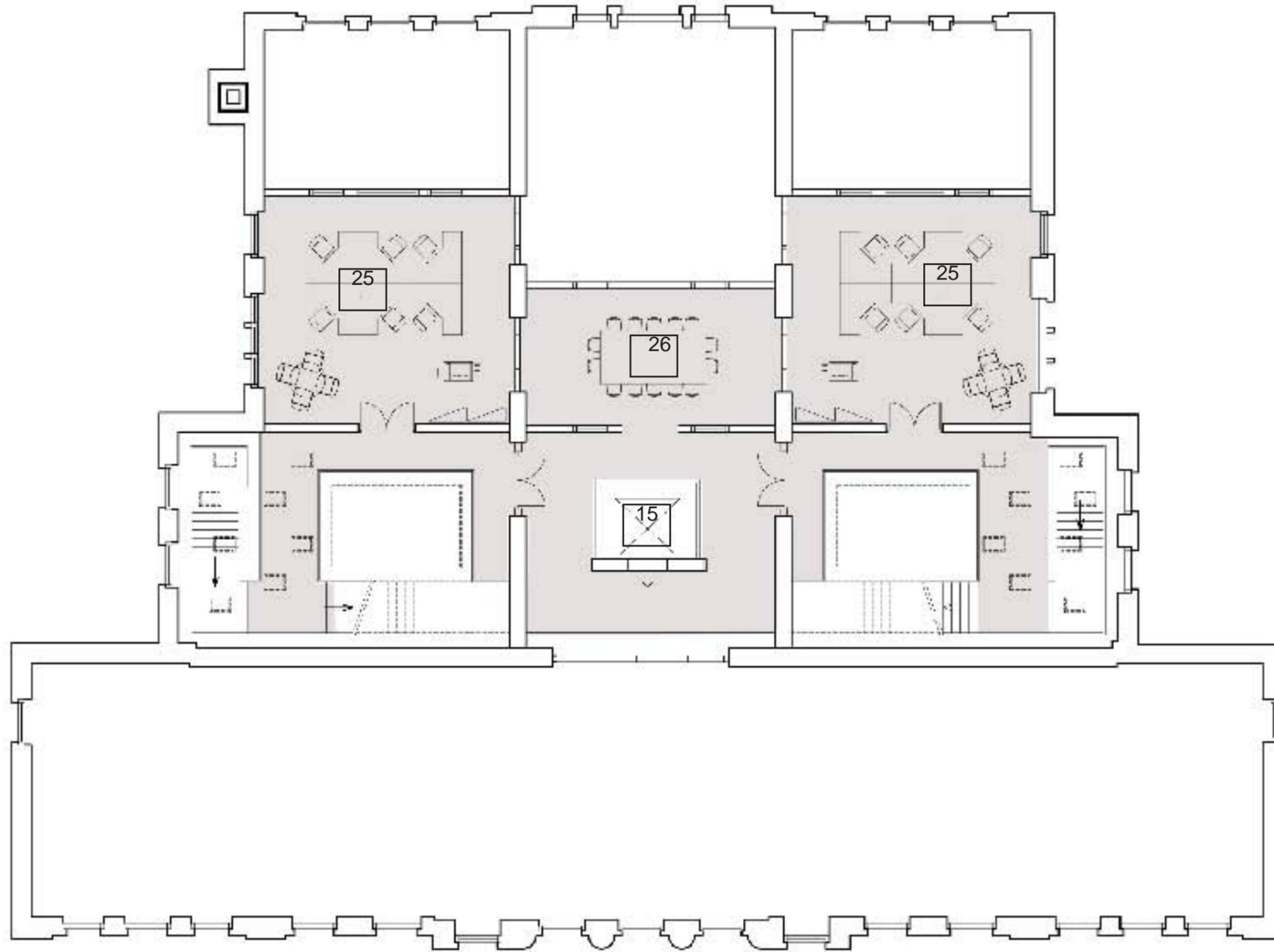
- 15 - Lift
- 20 - Open Plan Offices
- 21 - Meeting Room
- 22 - Private offices
- 23 - Semi-private break out spaces
- 24 - W/Cs



Second Floor Plan as Proposed  
*Office Space: New Shaws LHO/ Shared Services*

## Second Floor Mezzanine as Proposed

- 15 - Lift
- 25 - Flexible office space
- 26 - Meeting Room

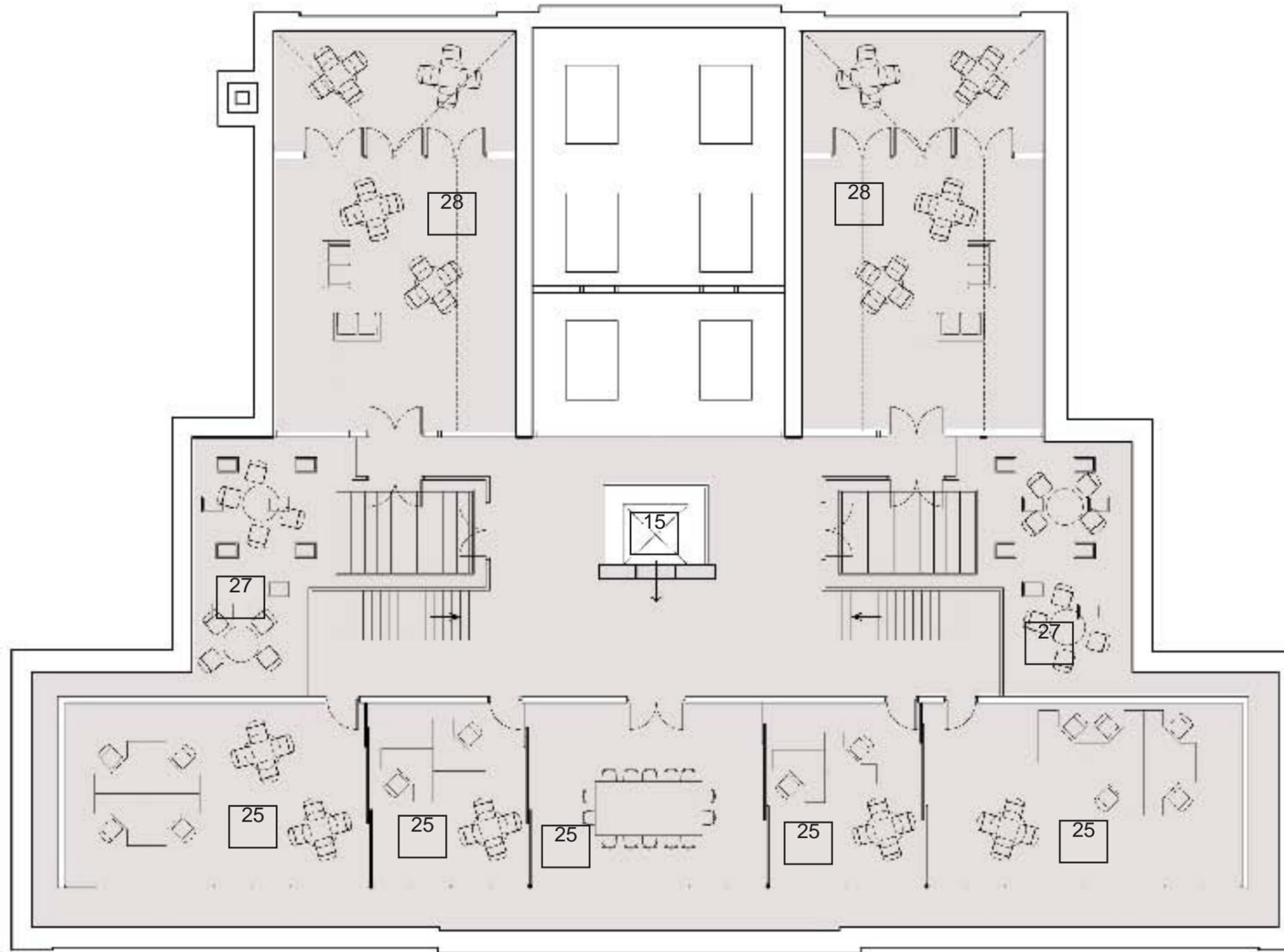


Second Floor Mezzanine Plan as Proposed

*Shared Meeting Room/ Flexible Office Space*

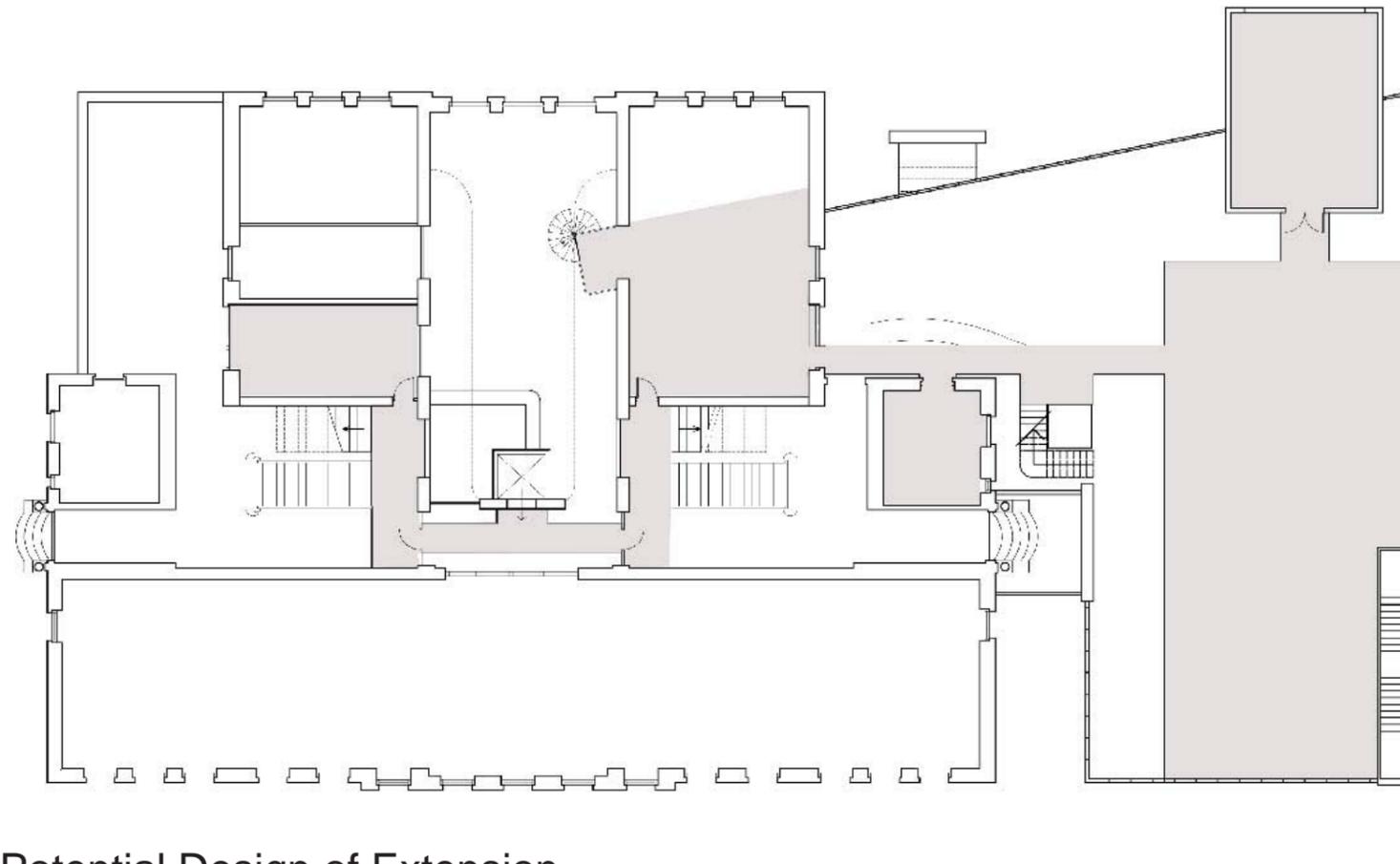
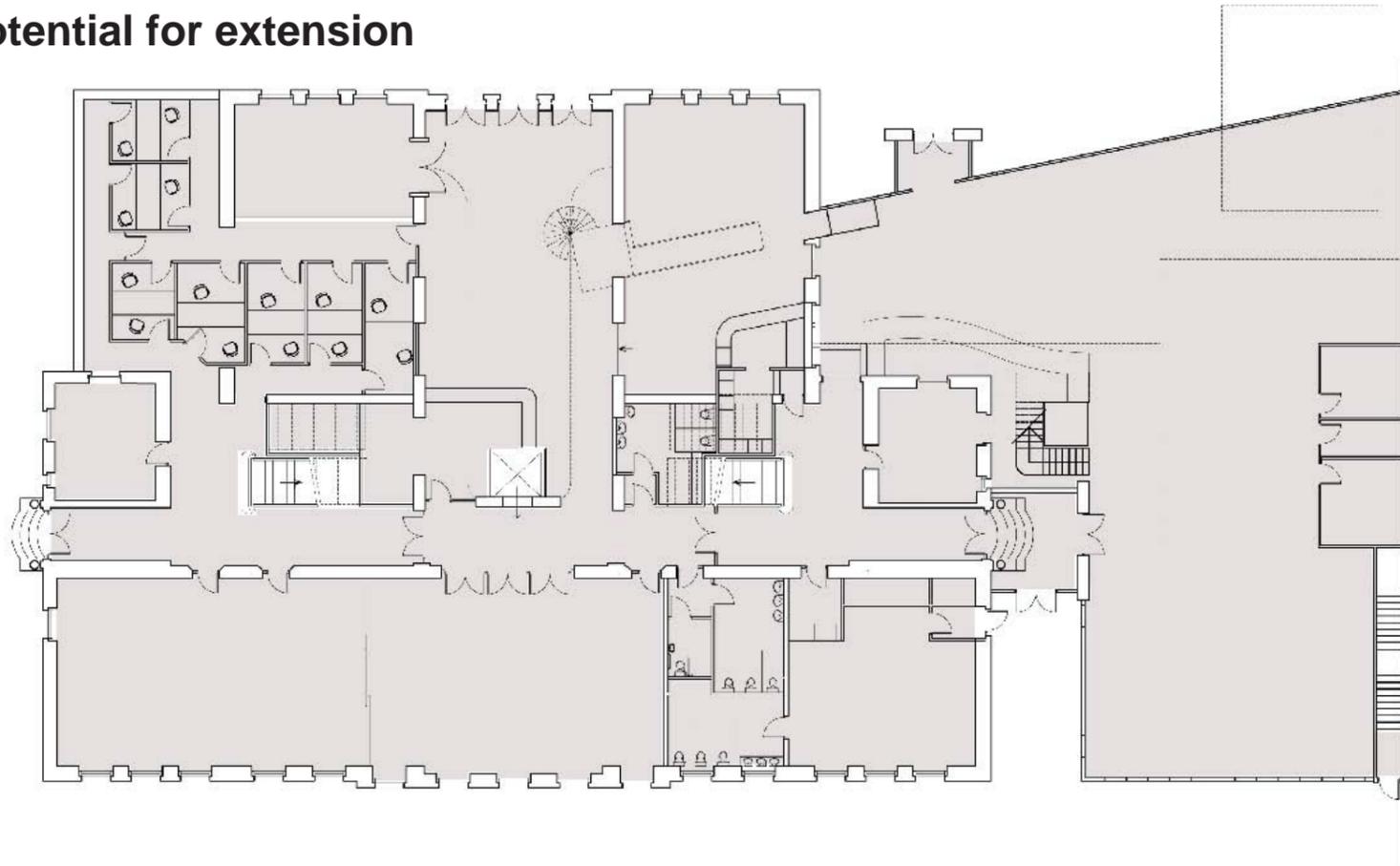
## Roof Level as Proposed

- 15 - Lift
- 25 - Flexible office space
- 26 - Meeting Room
- 27 - Roof Garden
- 28 - Staff / Flexible Rooms



Roof Level Plan as Proposed  
*Office space / staff areas/ roof garden*

## Potential for extension

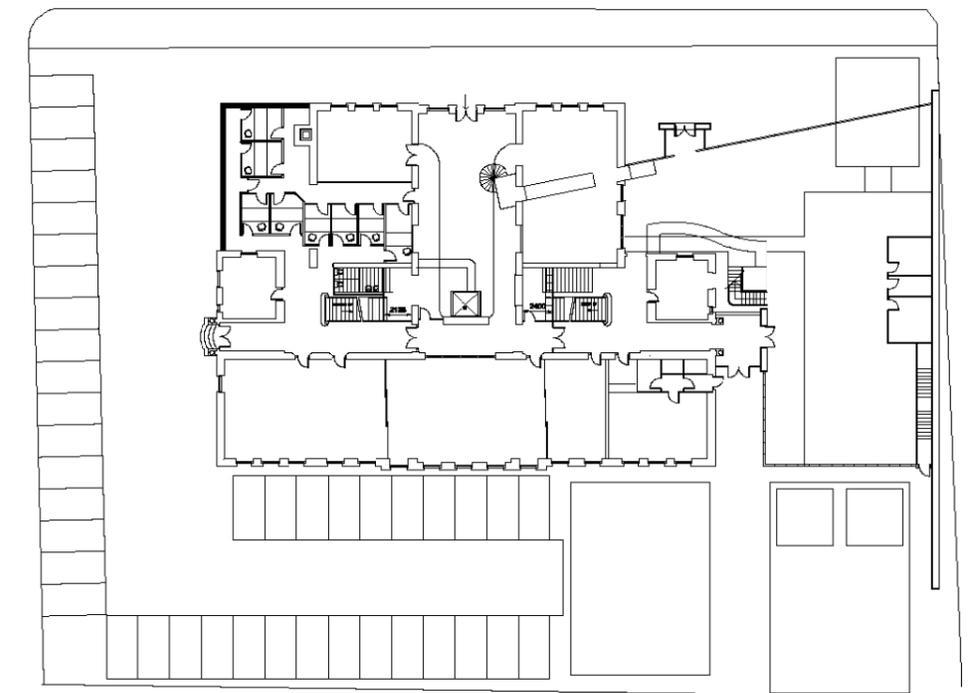
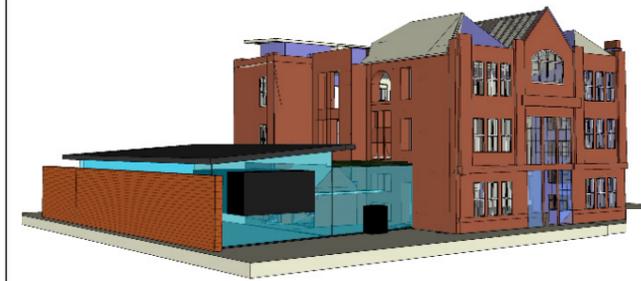


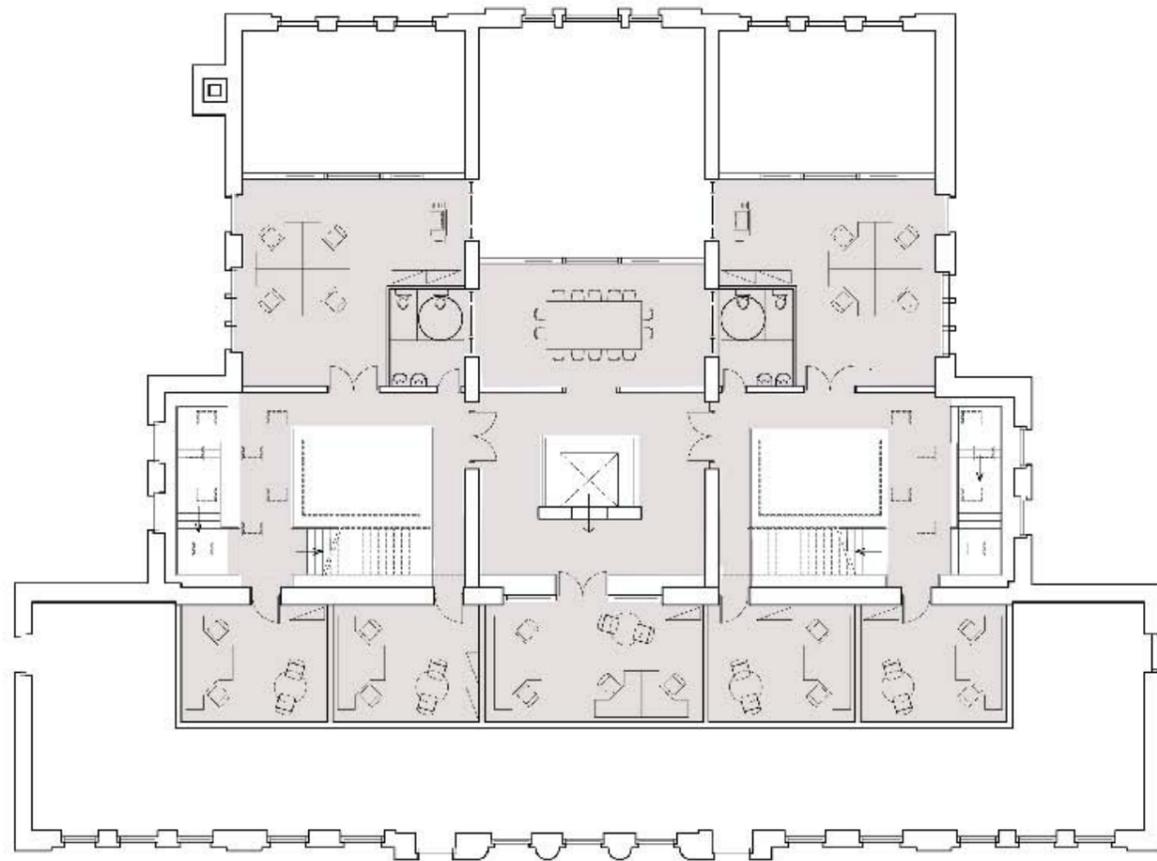
## Potential Design of Extension

*Uses considered: Library/ Healthy Living Centre/ Studios*

During the production of this study, consideration was given to the development potential of the building and the surrounding site. This proposal was generated simply to illustrate the possibilities, in functional and aesthetic terms, of a future extension. It is considered that the area shown would be suitable for a 1 - 2 storey extension which would link through to the existing ground floor.

The proposals are presented to illustrate this potential, and have not been included in the costs for the overall project.





Second Floor Mezzanine Alternative Option

## 05 Delivery & Management Structures

### 5.1 The Options

The numbers of options available to own and manage the facility are relatively small, albeit there could be a number of variations to any particular model. The options we have considered are:

- an existing organisation manages the development phase and then 'sells on' the completed building to a local body;
- an existing organisation develops and manages the facility;
- a new organisation is established to develop and manage the project; or
- an existing organisation establishes a subsidiary to develop and manage the facility.

#### Option 1: Separate development and ownership body

Given the differing range of skills required to develop and manage a multi-use building, one mechanism that has been adopted in a number of cases has been to separate the two functions. Typically this might involve the developer acquiring the building, converting it and selling it on to the management organisation for a pre - agreed price.

Example: The Stables Block, Castlemilk  
The Stables Block was a derelict listed building that is currently being converted to provide office and community space. The Cassiltoun Trust (which was established by Cassiltoun Housing Association) will own and manage the facility. However, ownership of the building was initially transferred from Glasgow City Council to Glasgow Building Preservation Trust who are using their skills to secure capital funding and project manage the conversion of the building.

The advantage of this approach is that it allows organisations to match their different skills. In particular, it may bring benefits when a local organisation does not have the skills or a track record in managing complex building projects. However, there are also drawbacks. Key amongst these is ensuring that the management organisation has sufficient input into controlling the end product.

#### Strengths

- Draws on relative strengths of different organisations
- May assist with issues of organisational capacity
- May give comfort to funders

#### Weaknesses

- Separation of development and management functions may lead to difficulties
- More difficult to involve end users in development process
- More administratively complex

At our workshop some participants were aware of such arrangements that had led to considerable problems, particularly where there was dissatisfaction with aspects of the building design or performance. Responsibility for resolving what may be complex and time consuming contractual disputes to the satisfaction of the end user may be problematic.

## Option 2: Existing development and ownership body

The second option would be for a single existing organisation to take responsibility for acquiring, developing and managing the facility. This could either be a local organisation or one that is contracted from elsewhere to undertake the task. However, given the objective of ensuring that the proposed new facility forms the heart of a new community hub, it is important that any managing organisation is perceived as having an element of local accountability.

### Example: Hills Trust Academy

The Hills Trust building in Govan was a primary school named after the founder, Abraham Hills. When the buildings use a community hall ceased in 2001, Govan Initiative developed a state of the art community technology academy, The Hills Trust Academy. Funded through public and private contributions, the Academy works to raise the aspirations of local people and develop skills within the information and communications sectors. The building is one of a number owned and managed by Govan Initiative.

Such an organisation would require to have the combined development and management skills required. For an organisation with the track record, bringing these skills to bear can bring real benefits in terms of using their expertise and knowledge.

### Strengths

- Draws on existing skills
- Administratively simple
- Attractive to potential funders

### Weaknesses

- Level of local accountability

A significant issue in the Shawbridge area is identifying an organisation that is familiar with the local context. The merger of Equip and Govan Initiative to form Glasgow South West Regeneration Agency provides one potential vehicle. Although the former has only recently established itself in the area, Govan Initiative has a track record in the development and management of a number of multi-use buildings.



The Hills Trust

### **Option 3 - Establish a new development and management organisation.**

The third option would be to establish a new organisation to take forward the project.

Key stakeholders (individuals or organisations) could establish a vehicle to acquire and manage the building. A development trust could be a typical organisational structure.

This approach allows a single organisation to focus on a specific range of activities for which it has identified a need, and develop an expertise in delivering them.

#### **Example: The Hub, Wellhouse**

The Hub is a purpose built centre in the Wellhouse area of Easterhouse that provides a range of services including a community café, employment initiative, childcare services, library, learning centre, housing offices and other community related facilities.

It was developed by Wellhouse Housing Association and is managed by Wellhouse Community Trust, an independent organisation with a board of locally elected people. Established in 2004, the Trust provides access to a range of employment, training, health and youth services as well as promoting community learning in the area.

Creating such an organisation in Shawbridge could provide a focus for a range of projects arising out of the regeneration of the area to be taken forward. However, it is dependent on identifying a group of people with the pre-requisite skills to develop the organisation 'from a standing start'. Organisational energy would have to be channelled into establishing the organisation and ensuring that it had the appropriate governance arrangements to convince potential funders that it had the skills to successfully deliver the project.

#### **Strengths**

- Could create a focus on regeneration projects in Shawbridge

#### **Weaknesses**

- No impetus to establish an organisation identified to date
- May not have appropriate skills
- Potentially unattractive to funders

Consultations to date have not identified any strong impetus to establish a new organisation of this nature. Critically, it would require someone prepared to champion the case and undertake much of the initial work associated with developing a new organisation.

#### **Option 4: Establish a subsidiary of an existing organisation**

A variation on option 3 would be for an existing organisation to establish a subsidiary. This offers the opportunity for existing skills to be utilised, whilst creating an organisation with specific objectives. It also allows the opportunity of involving other individuals or organisations.

The use of subsidiary organisations is an approach often adopted by Registered Social Landlords who wish to use their skills to meet wider objectives than their rules or the legislative framework permit. It may also provide access to other forms of funding and is a useful mechanism to manage risk.

##### **Example: The Samaritan, Govanhill**

The Samaritan is the last phase in the conversion of the former Samaritan Hospital to a mixed use development. It provides offices space for community and commercial organisations, training facilities and community space.

The building was converted and is owned by Govanhill Community Development Trust, a subsidiary of Govanhill Housing Association. The Trust is involved in a range of activities to strengthen the social and economic infrastructure of the neighbourhood in which the housing association is active. Whilst it is ultimately controlled by the Housing Association, its board includes a wider range of individuals with specific interests and skills.

As the Local Housing Organisation, New Shaws could give consideration to developing such a role in Shawbridge. However there are a number of factors to consider. These relate to both skills and constitutional issues. As a relatively new organisation that is still in an embryonic stage, it is not clear whether they have the skills or capacity required to launch a new organisation and commit resources to a project of this nature.

Approval would be required from GHA and the regulator, Communities Scotland. It is not clear at this stage whether it would be forthcoming.

##### **Strengths**

- Could create a focus on regeneration projects in Shawbridge
- Access to potential funding sources unavailable to RSLs

##### **Weaknesses**

- More administratively complex
- May not bring required skills base
- May not be permissible by GHA

## 5.2 Assessing the Options

At the stakeholder workshop we identified three principles that should underpin the identification of an appropriate organisation. These were:

- a track record in developing and managing multi-use buildings;
- the ability of organisations operating within the facility to be involved in its design and ongoing management; and
- the opportunity for the local organisations and the community more generally to influence the management of the facility.

Based on the options outlined, we are of a view that the realistic options for developing and managing the one stop shop are limited. The prospects of establishing a new organisation (operating either independently or as a subsidiary of an existing organisation) are limited. The challenges of 'starting from scratch' without a track record in property development or the management of multi-use buildings would bring considerable risk to what is already a complex project.

We would recommend the use of a single existing vehicle with a track record to develop and manage the building. The only organisation we have identified to meet these criteria is Glasgow South West Regeneration Agency.

However, we are also aware that the organisation is new to Shawbridge and still requires to establish itself in the area and become recognised as a 'local player'.

Becoming the lead player in taking this project forward is one way of raising its profile but clear mechanisms require to be put in place to ensure local accountability.

It is also critical to ensure that the key stakeholders and users of the facility, all of whom have clear commitments to the project, continue to be involved in the development of the facility. In particular, the need to provide an effective management service has been highlighted through our consultations.

If this recommendation is supported, we would suggest that a structure is put into place that reflects the need to involve potential users in the detailed development process and community representatives in the broad thrust of the proposals.

We would envisage a Project Development Group being established. It would be serviced by the Project Manager (from Glasgow South West Regeneration Agency) and comprise of appropriate representatives of partner agencies.

The group would meet on a regular basis and be involved in key decisions relating to the design and management of the facility. Following completion, it would become a user group which would meet on a (less frequent) cycle to monitor usage and management.

The Project Development Group would be supplemented by a Community Users Group. This would consist of representatives of local community organisations. They would meet with the Project Manager on a periodic basis during the developmental period to discuss overall progress and the direction that was being taken. On completion, there would be regular meetings (probably quarterly) to monitor the operation of the facility.

## 06 Finance

### 6.1 Capital Costs

We estimate the total capital costs of developing the facility to be £3.624m as at April 2010. These costs are inclusive of professional fees and exclusive of VAT. For planning purposes we have assumed that the developer will elect to be VAT registered for the project. All VAT would therefore be recoverable. Table 6.1 provides a summary of the costs.

Floor	Function	GFA (m2)	NLA (m2)	Cost
Ground	Reception	885m2	647m2	£867,000.
	Learning Centre			
	Café / Waiting area			
	Creche facility			
	Interview Booths			
	Flexible accommodation Family centre			
First Floor	GCC Finance	680m2	470m2	£664,000.
Second floor	New Shaws / GHA	740m2	580m2	£725,000.
Third Floor	GCC Finance / Homestart / SWGRA	420m2	300m2	£414,000.
External Works	Shared space	2600m2		£287,000.
Fees & Prelims				£667,000.
<b>Total</b>				<b>£3,624,000.</b>

Table 6.1 Estimated Capital Costs

### 6.2 Revenue Income and Costs

We have sought to estimate the likely level of revenue income able to be generated by the key elements of the project, taking into account the number and types of organisations who have been identified within this study as potential tenants/lessees.

The facility is being developed as a base for existing services to be delivered and, as such, will not be a speculative development. While no formal commitments have been entered into with potential tenants, the level and scale of interest shown indicates that demand is high. For planning purposes we have therefore assumed that occupancy levels will increase from 80 to 100 per cent over the first three years.

A key issue for the voluntary groups proposing to utilise the facility would be the level of rental charged. We have sought to differentiate, as far as is possible, between the level of space required for these organisations to **deliver** their services and what accommodation is required to **manage** the service.

The proposals assume that delivery of services involving public contact will be confined to the ground floor. In addition, this will be where the flexible accommodation available for use by local community groups will be located.

We have assessed the rental income receivable from leasing office space on the first to third floors and hiring out of the flexible accommodation on the ground floor.

Using the existing indicative rental figures currently being achieved in the area as a guide we have set out in Appendix 2 a thirty year cash flow projection. The assumptions made in relation to estimated rental income are detailed within the cash flow, as are indicative staffing and other costs associated with running the project.

In terms of office rentals, the only Shawbridge office development is located in Shawbridge Arcade. This is a Council owned building housing GCC Finance services, Social Work (currently moving out), and New Shaws LHO. Rents, excluding rates and other charges, are currently estimated at £4 sqft.

We have reviewed the rents being charged within a range of other facilities within the south side of the city providing accommodation for a similar client group. In all cases the range of services provided is broadly similar and includes the cost of running and maintaining the common parts. Comparative gross rental costs are as follows:

- The Wedge, Pollok - £13.00 per square foot per annum
- Orkney Street, Govan - £14.00 per square foot per annum
- The Pearce Institute, Govan - £15.00 per square foot per annum
- The Samaritan, Govanhill - £10.00 per square foot per annum

We have assumed that the cost of heat, lighting and power (of common areas), security costs and salaries will be met through the rental charge. Our current estimates suggest that this would result in a charge of £2.00 per square foot.

For planning purposes we are proposing a gross rental figure of £10.00 per square foot as at the estimated entry date of 2010. In arriving at this figure, we have assumed that tenants occupying the majority of the floor space would enter into long term leases, which are reflected in this figure. In the event of a tenant requiring a short term lease, we anticipate there would be a premium on the figure suggested to reflect higher void and management costs.

On the basis that the developer elects for the facility to be VAT registered (to recover VAT on the building works), VAT would be charged at the prevailing rate.

In terms of the flexible accommodation on the ground floor, we have assumed that this will take up just under half of the available net lettable space (300 sqm). This is based on the level of space required (rooms for up to 200 people) as identified within our consultations.

We have reviewed the charges currently levied at Pollokshaws Burgh Hall. These are:

- Main hall - £40/ £50 per hour
- Lesser hall - £20/ £35 per hour
- Small rooms - £15/ £20 per hour.

A formal pricing policy remains to be established and may take into account the ability of organisations to pay. For instance, discounts could be given to local community organisations and the full market rate charged to other bodies. For planning purposes, we have assumed that an average charge of £25 per half day is achievable and occupancy levels of one half-day usage for 60 per cent of annual working days.

In terms of expenditure we have made an initial assessment of revenue costs. Key assumptions include:

- Staffing – a Project Administrator is appointed on an initial salary of £18,000 per annum and a caretaker on a salary of £12,000 per annum. We have allowed a 15 per cent uplift for holiday and sickness cover and 30 per cent for National Insurance and pension costs.

- Maintenance – we have assumed average maintenance cost of £7,000 per annum including the lift maintenance contract. This figure has been reduced in Year 1 whilst the building is within the defects liability period.
- Major repairs provision – we have included an annual figure of £10,800 over 35 years commencing in Year 5. This is based on life cycle costings provided by the surveyor.
- Voids – we have taken no account of voids after year 3 on the basis that demand for space is high. The rental loss from any voids occurring would be met from projected surpluses.
- Private finance – we have assumed that £700,000 is borrowed towards meeting the capital costs on a capital and repayment basis over 20 years at an average rate of 5.5 per cent.

Table 6.2 below indicates that a surplus could be generated from Year 2.

There are a number of areas where further refinement will be required as the scheme develops. A managing organisation will require to be involved in agreeing the assumptions being used. However, it demonstrates the overall viability of the financial model.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Income</b>					
1. Office Space	108000	125145	143227	147524	151950
2. Ground Floor Meeting	17280	19440	21800	22248	22915
<b>Total</b>	<b>125280</b>	<b>144585</b>	<b>164827</b>	<b>169772</b>	<b>174865</b>
<b>Expenditure</b>					
4. Marketing	1000	500	515	530	548
5. Maintenance/Cleaning Materials	2000	7210	7428	7649	7879
6. Security	500	515	530	548	563
7. Heating, Lighting & Power	10000	10300	10609	10927	11255
8. Insurance	7000	7210	7428	7649	7879
9. Major Repairs Provision					12199
10. Telephone/Postage	1000	1030	1061	1093	1128
11. Rates	4000	4120	4244	4371	4502
12. Salaries	42857	44143	45467	46831	48238
13. Recruitment	2000				
14. Legal fees	1500				
15. Staff Training	450	464	477	492	508
16. Finance Costs	58575	58575	58575	58575	58575
	<b>130882</b>	<b>134066</b>	<b>136331</b>	<b>138664</b>	<b>153265</b>
<b>Surplus/deficit</b>	<b>-5602</b>	<b>10519</b>	<b>28496</b>	<b>31108</b>	<b>21600</b>
<b>Cumulative</b>	<b>-5602</b>	<b>4917</b>	<b>33413</b>	<b>64521</b>	<b>86121</b>

Table 6.2: Indicative Cash Flow Years 1-5

### 6.3 Sensitivity Analysis

We have undertaken a sensitivity analysis to test the financial model against changes in rental incomes and occupancy rates. The basis for 'optimistic' and 'pessimistic' scenarios is set out in Table 6.3.

Parameters	Optimistic	Model	Pessimistic
Rental – Offices	£11.00 / sq. ft.	£10.00 / sq. ft.	£9.00 / sq. ft.
Room hire	£2,000 / month	£1,800 / month	£1,500 / month
Occupancy – Year 1	100%	80%	70%
Occupancy – Year 2	100%	90%	80%
Occupancy – Year 3	100%	100%	90%

Table 6.3: Sensitivity Analysis Assumptions

Applying these to the budget projections, the predicted surplus in the 'optimistic' scenario would suggest that the level of borrowing against capital costs could increase. The 'pessimistic' scenario produces deficits during the first three years but these could be addressed by reprofiling some expenditure to later years.

	Optimistic	Model	Pessimistic
<b>Year 1</b>	£	£	£
Income	172500	125280	97850
Net Surplus/Deficit	41618	-5602	-33232
<b>Year 2</b>			
Income	177675	144585	114948
Net Surplus/Deficit	43609	10519	-19116
<b>Year 3</b>			
Income	183005	164827	133196
Net Surplus/Deficit	46674	28496	-3135

Table 6.4: Sensitivity Analysis

### 6.4 Capital Funding

In the Shawbridge Development Plan we were able to demonstrate that all public realm costs including the provision of the one stop shop could be met from private housing land sale receipts. This principle remains although there may be issues of timing, given the objective of providing the facility at an early stage in the regeneration programme.

Based on our assumption of a total capital cost of £3.624m and borrowings of £700k, there is a shortfall of £2.924m to be found.

At this stage it is premature to identify precise funding sources. Critically, the discussions between GHA, the Council and the Scottish Executive over land receipts require to be concluded. Other potential sources of funding include:

#### Glasgow City Council –

funding is potentially available either from direct support from services budgets or via the City Growth Fund. The City Growth Fund is a Scottish Executive initiative aimed at supporting Scotland's cities. Each city had to bid for funding from a total fund of £90m over the period 2003-2006. Glasgow's initial allocation was £40m spent on key areas such as transport, streetscape, property, training/education and economic diversification. A national budget of £89m has been identified for the period 2006-2008. The Council is currently assessing its options for the next tranche of funding.

#### Community Regeneration Fund (CRF) –

Distributed through Glasgow Community Planning Partnership, CRF funding is available to projects which support the aims and objectives of the CPP as detailed in the Regeneration Outcome Agreement (ROA). This project will meet a number of the key objectives and assist in the achievement of several outcomes established within the ROA. The budget for 2008/2009 has yet to be established, but the CRF budget for Glasgow 2007/2008 is £44m.

#### European Regional Development Fund (ERDF) –

While this fund is currently being substantially reviewed and revised, it has the potential to contribute to funding certain elements of the project, particularly those related to training, skills development and community support.

#### Glasgow Housing Association (GHA) –

GHA has funding available through its Wider Action programme which could contribute, in a small way, to the development of the facility. This funding would be delivered through New Shaws Housing Organisation through their Wider Role Strategy. In addition, and again through New Shaws, GHA can contribute to the capital costs associated with the provision of office accommodation.

#### Communities Scotland –

While the main source of funding from Communities Scotland will be via the CRF, which it manages on behalf of the Scottish Executive, there is potential for funding through its own Wider Role activities within Glasgow. There is no indication at this time what this budget might be for 2008/2009.

#### The Big Lottery –

Funded through the National Lottery, the Big Lottery Fund in Scotland provides a number of funding streams to support projects in Scotland. In particular the Investing in Communities scheme intends to support projects aimed at improving communities with £257m available over the period 2006 – 2009.

#### Other Partners –

The potential for those voluntary organisations who may be involved in the facility to contribute, through accessing other charitable funding such as the Lottery, should be established in the next phase of the development of the project.

## 07 Project Development Plan

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### 7.1 Implementation

Having established the potential feasibility of the creation of a one stop shop facility in the Sir John Maxwell Primary School building, we now consider implementation. In particular the need to develop the findings of the feasibility study into a fully fledged Business Plan which can demonstrate to funders that the project can achieve its objectives in an efficient and effective manner, which will be sustainable.

An early task for the partners will be to agree responsibility for developing and managing the facility, and to establish the Project Development Group as proposed in Section 5.2. Having identified and reached agreement with this organisation to take forward the project, the key stages that require to be followed are:

#### Pre Development Phase

During this phase the key focus will be on:

- defining user requirements in greater detail;
- developing the detailed designs, costs and procurement process ;
- developing the business plan, focussing on setting the vision and objectives, refining the financial projections and organisational structures;
- securing Council approval to lease the premises;
- securing public sector funding;
- negotiating any bank loan finance required; and
- obtaining the necessary statutory approvals.

#### Development Phase

Once on site the main activities will relate to:

- liaison with the contractor and design team;
- managing the process of financing the works;
- developing lease arrangements;
- overall project monitoring; and
- recruiting the staff team.

A detailed Project Plan, identifying the key phases and timescales is set out in Appendix 5.

## 08 Conclusions

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### 8.1 The process to date

The aim of the study is to establish the feasibility of creating a one stop shop facility within the existing Sir John Maxwell Primary School. We have sought to:

- identify a range of potential appropriate uses and users of such a facility;
- consider the suitability of the building to meeting these users' needs;
- examine a potential funding model;
- identify possible delivery structures; and
- set out the next steps (and responsibility for these).

The consultation process has resulted in a wide range of organisations having an input to the study. A newsletter has been circulated to over 3,400 local households, raising awareness of the study and encouraging feedback. We have consulted with over 20 groups and organisations, including Pollokshaws Regeneration Group (twice) and Pollokshaws Integrated Network, both of which have extensive memberships. Local councillors have been fully involved.

We have found there to be strong support for the overall concept of creating a one stop shop within Sir John Maxwell Primary School.

We have undertaken a physical review of the condition of the building and made an assessment of its costs. Consultations with potential users and Council planners have guided the development of the physical proposals.

We held a stakeholder conference on the 8 March 2007 at which 25 representatives from local groups and organisations attended. Their views on our initial proposals have been fed into this report and particularly, the physical proposals that are emerging. We have considered a range of delivery structures and discussed these at the stakeholder conference.

Our review of indicative income streams and costs provides an indication of the viability of the project. These will require to be further refined as a business plan is developed. More work still requires to be undertaken on the availability of capital funding as the wider issue of land receipts within the identified regeneration areas is clarified.

### 8.2 Conclusions

The development of a one stop shop facility in a key component to the regeneration of Shawbridge. We anticipate the building housing a range of local organisations and agencies. By delivering services from under one roof we believe there are synergies to be gained, improving the delivery of local services. In addition the building should be a community focal point. It should enhance training and employment prospects. And support a range of local organisations through the availability of affordable meeting space.

The building has been designed to create a ground floor hub which will be the focus of community activity and use, providing residents with access to housing, finance, learning, training and children and family services. We are proposing these are supported by a café and crèche facilities. On the upper floors modern office accommodation will provide an attractive working environment for staff delivering the services.

To deliver and develop the facility requires an organisation with the necessary skills and track record, acceptable to funders and the community. Glasgow South West Regeneration Agency fulfils those criteria.

The partners still require to undertake considerable work to bring the project to fruition. However, the support being shown by a number of potential key users suggests that there is a strong basis on which to progress and create a strong focal point to the regeneration of Shawbridge.

## Appendix 1

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### Participants at Stakeholder Workshop

Pollokshaws Methodist Church,  
Thursday 8th March, 6pm – 8.30pm

#### Attendees:

Members of the Steering Group – J Bradley, I Gallagher,  
K Twigg

ODS Consulting – J Scott, F Lyons

CRGP – D Brown, J Thompson

Cllr S Curran

GHA – T Graham, H Voisey

New Shaws (staff) – A McWilliams, J Mooney

New Shaws (committee) – A McCormack

Homestart Glasgow South – M Gillies

Pollokshaws Methodist Church – J Harvey, S Wallace,  
M Robson, M Griffith, R Scott

Pollokshaws Parish Church – A Sinclair

Pollokshaws 2000 – J McVey

GCC Finance – S McDermott

EQUIP – S Inrig

Govan Initiative – T Docherty

Strathclyde Police – A Gaughan

Pollokshaws Peoples Forum – J Mulholland

Glasgow Community Planning – K Collins, A Eccles

Pollokshaws ALN Project – C Whiteford

## Appendix 2

### Indicative 30 Year Cashflow

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
<b>Income</b>														
1. Office Space	108000	125145	143227	147524	151950	156508	161203	166039	171021	176151	181436	186879	192485	198260
2. Ground Floor Meeting	17280	19440	21600	22248	22915	23603	24311	25040	25792	26565	27362	28183	29029	29899
<b>Total</b>	<b>125280</b>	<b>144585</b>	<b>164827</b>	<b>169772</b>	<b>174865</b>	<b>180111</b>	<b>185514</b>	<b>191080</b>	<b>196812</b>	<b>202716</b>	<b>208798</b>	<b>215062</b>	<b>221514</b>	<b>228159</b>
<b>Expenditure</b>														
4. Marketing	1000	500	515	530	546	563	580	597	615	633	652	672	692	713
5. Maintenance/Cleaning Materials	2000	7210	7426	7649	7879	8115	8358	8609	8867	9133	9407	9690	9980	10280
6. Security	500	515	530	546	563	580	597	615	633	652	672	692	713	734
7. Heating, Lighting & Power	10000	10300	10609	10927	11255	11593	11941	12299	12668	13048	13439	13842	14258	14685
8. Insurance	7000	7210	7426	7649	7879	8115	8358	8609	8867	9133	9407	9690	9980	10280
9. Major Repairs Provision					12199	12565	12942	13330	13730	14142	14566	15003	15453	15917
10. Telephone/Postage	1000	1030	1061	1093	1126	1159	1194	1230	1267	1305	1344	1384	1426	1469
11. Rates	4000	4120	4244	4371	4502	4637	4776	4919	5067	5219	5376	5537	5703	5874
12. Salaries	42857	44143	45467	46831	48236	49683	51173	52709	54290	55919	57596	59324	61104	62937
13. Recruitment	2000													
14. Legal fees	1500													
15. Staff Training	450	464	477	492	506	522	537	553	570	587	605	623	642	661
16. Finance Costs	58575	58575	58575	58575	58575	58575	58575	58575	58575	58575	58575	58575	58575	58575
	<b>130882</b>	<b>134066</b>	<b>136331</b>	<b>138664</b>	<b>153265</b>	<b>156106</b>	<b>159032</b>	<b>162046</b>	<b>165150</b>	<b>168347</b>	<b>171640</b>	<b>175032</b>	<b>178526</b>	<b>182124</b>
<b>Surplus/deficit</b>	<b>-5602</b>	<b>10519</b>	<b>28496</b>	<b>31108</b>	<b>21600</b>	<b>24005</b>	<b>26482</b>	<b>29034</b>	<b>31662</b>	<b>34369</b>	<b>37158</b>	<b>40030</b>	<b>42988</b>	<b>46035</b>
<b>Cumulative</b>	<b>-5602</b>	<b>4917</b>	<b>33413</b>	<b>64521</b>	<b>86121</b>	<b>110126</b>	<b>136608</b>	<b>165642</b>	<b>197304</b>	<b>231674</b>	<b>268831</b>	<b>308861</b>	<b>351849</b>	<b>397884</b>

#### Notes

##### Income

1. Assume gross rent of £10 sqft with 80% occupancy in year 1, 90% occupancy in year 2 and 100% occupancy in year 3. Rents to rise by an average of 3% per annum.
2. Assume charging policy of £25 per half day for 60% of annual working days, 80% achieved in year 1, 90% achieved in year 2 and 100% achieved in year 3. Charges rise by 3% per annum.

##### Expenditure

4. Assume 100% higher costs in year 1. Costs rise by 3% per annum.
5. Includes day to day maintenance costs and cleaning materials. Costs are abated in Year 1 to take account of defects liability period. Inflated @ 3% per annum.
6. Includes maintenance of security systems. Inflated @ 3% per annum.
7. Includes the costs of heating and lighting meeting rooms and common parts of the building. Inflated @ 3% per annum.
8. Buildings insurance inflated @ 3% per annum.
9. Based on life cycle costings prepared by the surveyor spread over 35 years. Inflated @ 3% per annum.
10. Inflated at 3% per annum.
11. Include common areas only. Tenants responsible for rates to individual offices.
12. Covers staffing costs for project administrator and caretaker/cleaner (inc. NI and Pensions) plus holiday cover, inflated at 3% per annum.
13. Costs associated with establishing leases.
14. Assumes a one off recruitment cost.
15. Based on 1.5% of staff salaries.
16. Capital and interest costs of £700,000 loan at average rate of 5.5% over 20 years.

	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
<b>Income</b>																
1. Office Space	204207	210334	216644	223143	229837	236732	243834	251149	258684	266444	274438	282671	291151	299886	308882	318149
2. Ground Floor Meeting	30796	31720	32672	33652	34662	35702	36773	37876	39012	40182	41388	42629	43908	45226	46582	47980
<b>Total</b>	<b>235004</b>	<b>242054</b>	<b>249316</b>	<b>256795</b>	<b>264499</b>	<b>272434</b>	<b>280607</b>	<b>289025</b>	<b>297696</b>	<b>306627</b>	<b>315826</b>	<b>325300</b>	<b>335059</b>	<b>345111</b>	<b>355464</b>	<b>366128</b>
<b>Expenditure</b>																
4. Marketing	734	756	779	802	826	851	877	903	930	958	987	1016	1047	1078	1111	1144
5. Maintenance/Cleaning Materials	10588	10906	11233	11570	11917	12275	12643	13022	13413	13815	14230	14656	15096	15549	16015	16496
6. Security	756	779	802	826	851	877	903	930	958	987	1016	1047	1078	1111	1144	1178
7. Heating, Lighting & Power	15126	15580	16047	16528	17024	17535	18061	18603	19161	19736	20328	20938	21566	22213	22879	23566
8. Insurance	10588	10906	11233	11570	11917	12275	12643	13022	13413	13815	14230	14656	15096	15549	16015	16496
9. Major Repairs Provision	16394	16886	17393	17915	18452	19006	19576	20163	20768	21391	22033	22694	23375	24076	24798	25542
10. Telephone/Postage	1513	1558	1605	1653	1702	1754	1806	1860	1916	1974	2033	2094	2157	2221	2288	2357
11. Rates	6050	6232	6419	6611	6810	7014	7224	7441	7664	7894	8131	8375	8626	8885	9152	9426
12. Salaries	64825	66770	68773	70836	72961	75150	77405	79727	82118	84582	87119	89733	92425	95198	98054	100995
13. Recruitment																
14. Legal fees																
15. Staff Training	681	701	722	744	766	789	813	837	862	888	915	942	970	1000	1030	1060
16. Finance Costs	58575	58575	58575	58575	58575	58575		0	0	0	0	0	0	0	0	0
	<b>185831</b>	<b>189648</b>	<b>193581</b>	<b>197631</b>	<b>201803</b>	<b>206099</b>	<b>151950</b>	<b>156509</b>	<b>161204</b>	<b>166040</b>	<b>171021</b>	<b>176152</b>	<b>181436</b>	<b>186879</b>	<b>192486</b>	<b>198260</b>
<b>Surplus/deficit</b>	<b>49173</b>	<b>52406</b>	<b>55735</b>	<b>59164</b>	<b>62696</b>	<b>66335</b>	<b>128657</b>	<b>132517</b>	<b>136492</b>	<b>140587</b>	<b>144804</b>	<b>149149</b>	<b>153623</b>	<b>158232</b>	<b>162979</b>	<b>167868</b>
<b>Cumulative</b>	<b>447057</b>	<b>499462</b>	<b>555197</b>	<b>614362</b>	<b>677058</b>	<b>743393</b>	<b>872049</b>	<b>1004566</b>	<b>1141058</b>	<b>1281645</b>	<b>1426449</b>	<b>1575598</b>	<b>1729221</b>	<b>1887452</b>	<b>2050431</b>	<b>2218299</b>

#### Notes

##### Income

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13. Costs associated with establishing leases.
14. Assumes a one off recruitment cost.
15. Based on 1.5% of staff salaries.
16. Capital and interest costs of £700,000 loan at average rate of 5.5% over 20 years.

# Appendix 3

## Design Brief

### 1.0 BACKGROUND

1.1 With the Sir John Maxwell School closing as a functioning school, the existing building will be refurbished and converted to a 'one-stop-shop', or community hub. The building is not listed but, being 100 years old and having a heritage link with the local community, is considered to be an asset to the area. The refurbishment should respect the history of the building and its role in the community.

### 2.0 Concept

2.1 The building is to be utilised to provide a vibrant space that generates a future community use.

2.2 It should provide links to the surrounding area to assist as a catalyst in the regeneration of the wider Shawbridge area.

2.3 The ground floor is to be primarily community use and shared space. The flexibility of the layout and the functions of the spaces are to be fully considered. Attached are a series of morphology diagrams indicating a concept of different uses within this space at different times of the day.

2.4 The upper floors are to be offices with a range of spaces as identified in the functional schedule. Access to these spaces is to be secure and controllable.

2.5 The building is to be visually tied through a legible vertical circulation space, which will provide cues throughout the use of the building about location and route.

2.6 The aesthetic of the refurbished building is to balance the qualities of the historic fabric of the existing building, with a new and exciting look for the 21st Century. The existing stone walls are to be retained, with the windows replaced with modern frameless equivalents. The extension on the upper floor shall be of contemporary styling to reflect the 'new building within the old', but should be of a mass and form to be sympathetic to both the Sir John Maxwell School, and the adjacent Burgh Hall.

2.7 The entire building will be fully compliant with the requirements of the Disability Discrimination Act.

### 3.0 Function

Refer to the coloured functional diagrams for a visual description of the relationships between spaces.

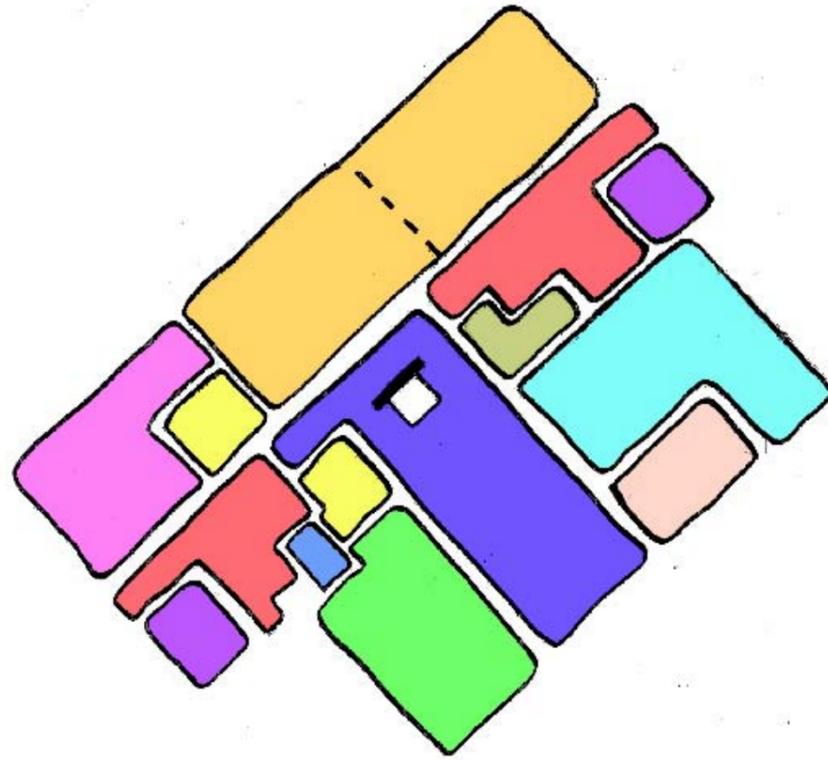
3.1 Ground Floor (850m<sup>2</sup>): This space will be planned to provide the main entrance, lobby and circulation space. The reception will control access to spaces beyond the front of the building and the vertical circulation. Access doors beyond the reception will be via secured entry.

The front spaces will comprise :

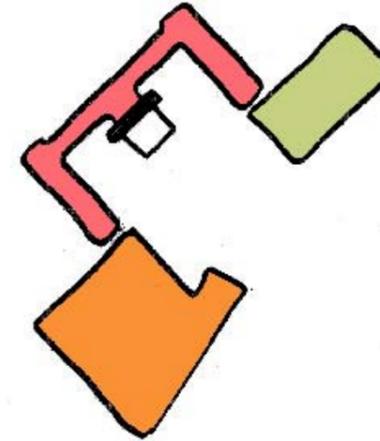
- Lobby/ Circulation
- Café (floor lowered with a ramped access)
- Community Room
- 8 No. interview booths accessible to public.

(Part of this space is constructed within the existing annex which will require a new roof)

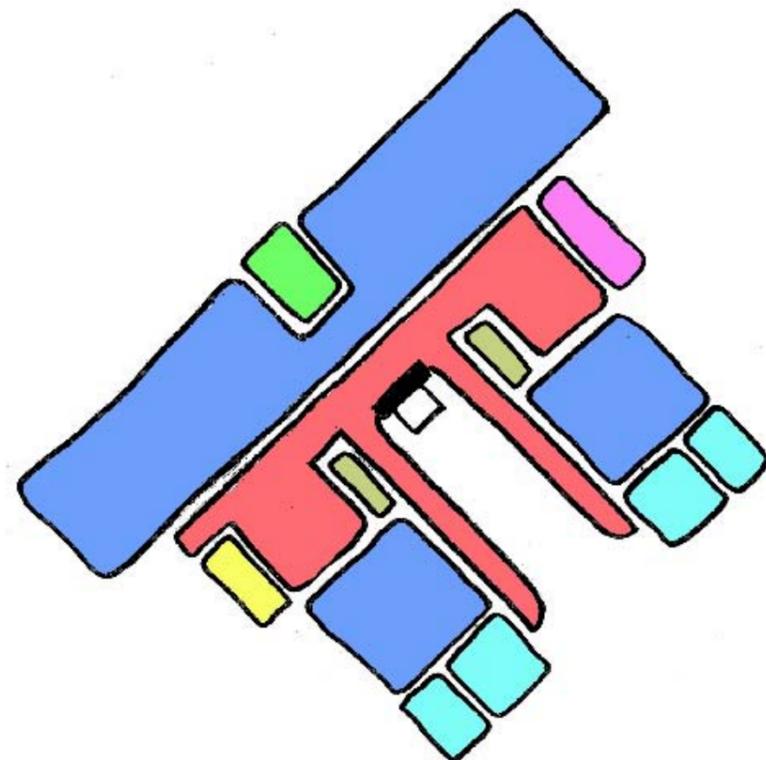




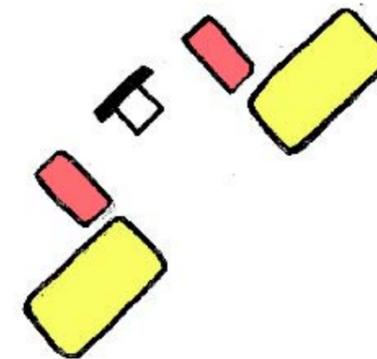
- Ground Floor**
- Central Hall
  - Cafe
  - Community Rooms
  - Community Meeting Room
  - Creche
  - Interview Rooms
  - W/Cs
  - Kitchen
  - Flexible Office Space
  - Staff Areas
  - Circulation



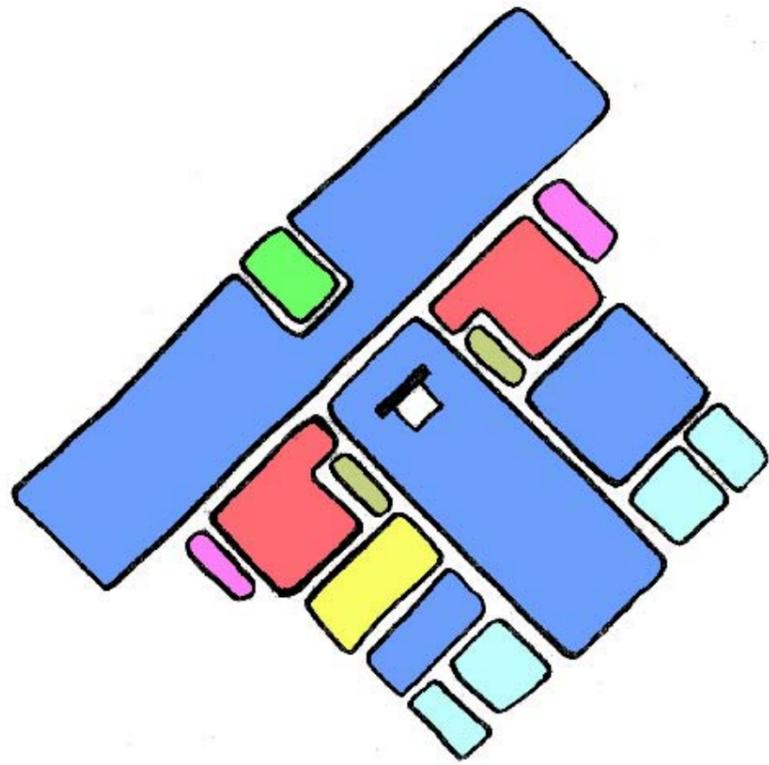
- Ground Floor Mezzanine**
- Learning Centre
  - Staff Areas
  - Circulation



- First Floor**
- Meeting Room
  - Open Plan Office
  - Private Offices
  - Staff Areas
  - Circulation
  - Breakout Spaces
  - W/Cs

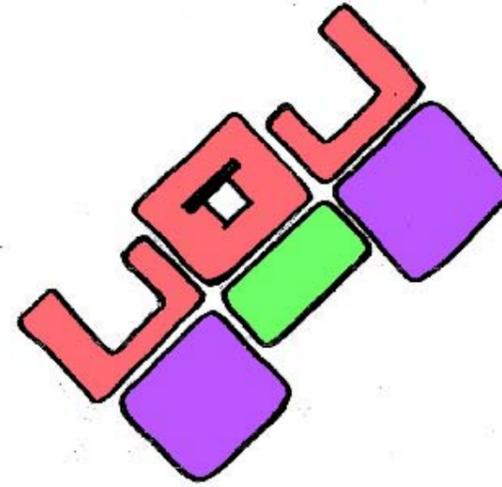


- First Floor Mezzanine**
- Circulation
  - W/Cs



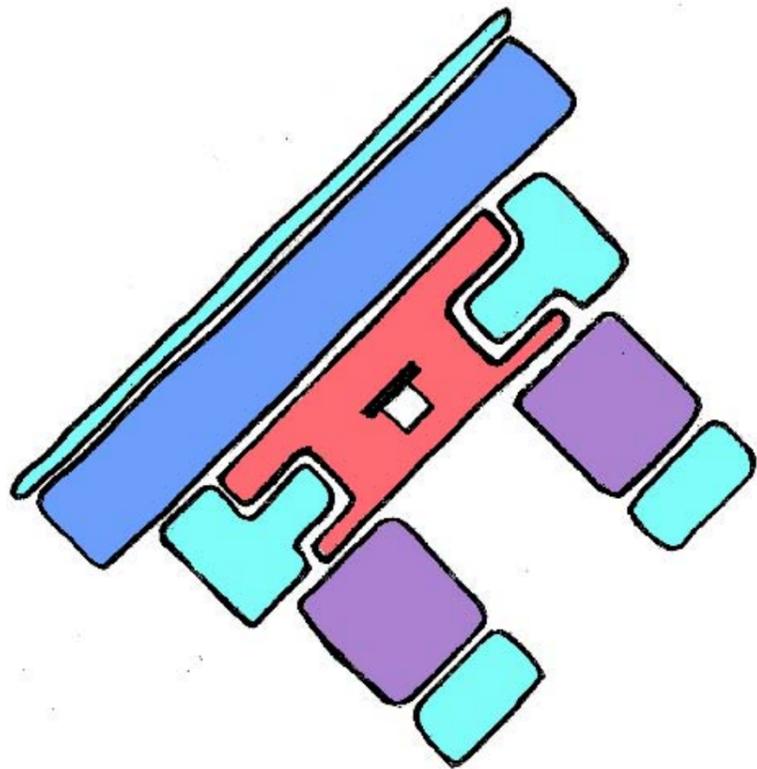
**Second Floor**

- Meeting Room
- Open Plan Office
- Private Offices
- Staff Arcas
- Circulation
- Breakout Spaces
- W/Cs



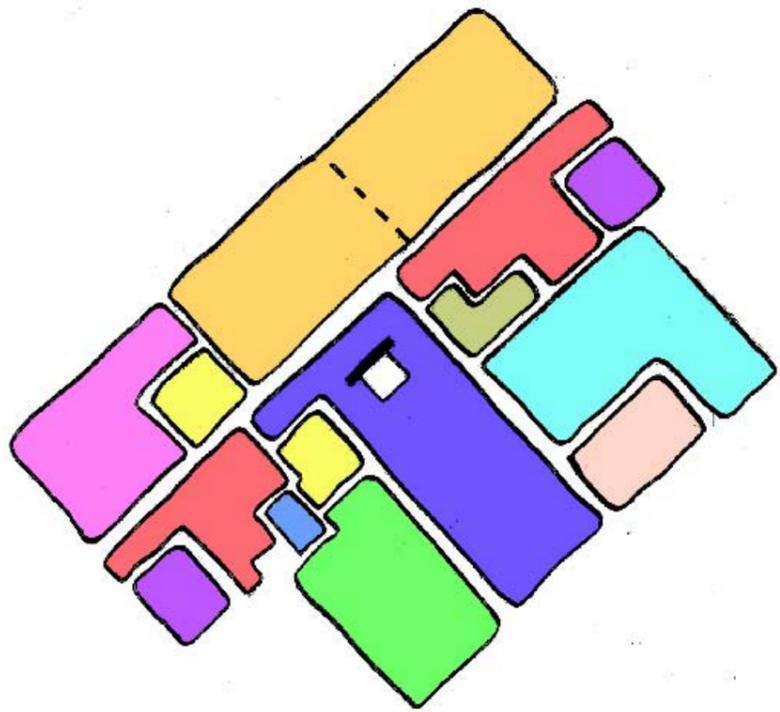
**Second Floor Mezzanine**

- Meeting Room
- Flexible Office Space
- Circulation

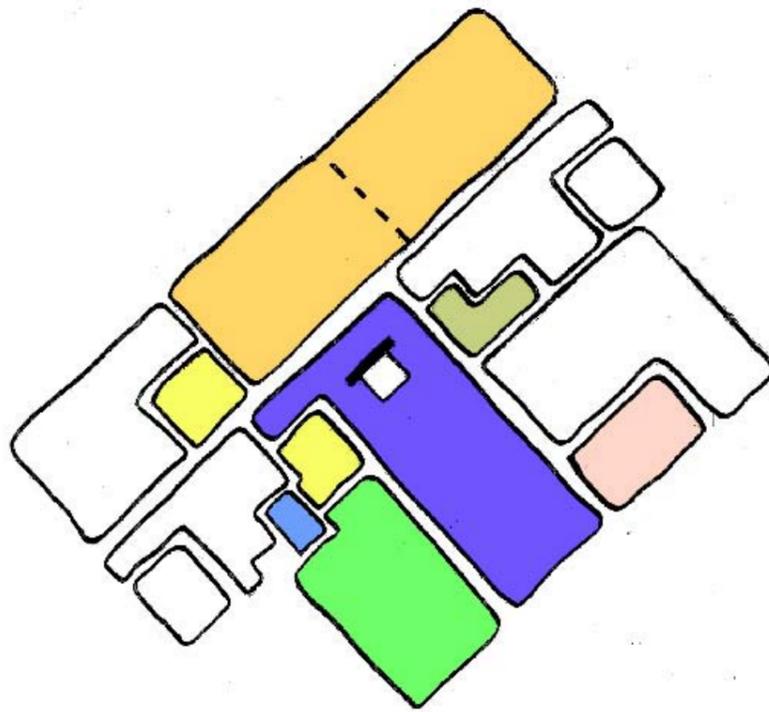


**Roof Level**

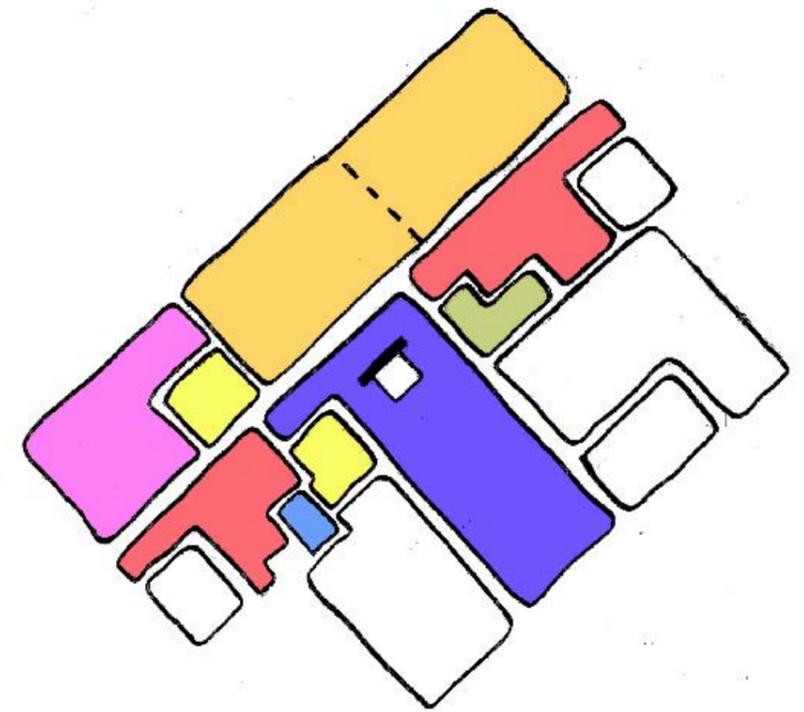
- Open Plan Office
- Staff Rooms/ Flexible Space
- Roof Gardens / Balconies
- Circulation



Tuesday Morning



Thursday Evening



Sunday Morning

---

The rear spaces will comprise:

- 2 no. expandable community rooms with moveable partitions
- Crèche facility with ancillary space (this space to have secure external area for play).
- 2 no. flexible office spaces
- WCs and circulation

### 3.2 Ground Floor Mezzanine (110m<sup>2</sup>)

This space is an expansion of the current mezzanine to provide additional facilities related to the ground floor. An access will be formed to the lift for accessibility to the learning centre.

The area will comprise:

- Learning Centre (accessed via spiral stair from the Lobby)
- Staff room/ storage (within existing room)

### 3.3 First Floor (470m<sup>2</sup>)

This space is formed within the existing first floor area, accessed via secure entry from the staircases or the lift. The existing gallery will provide access to the northern offices.

The area will comprise:

- 1 no large open plan office space
- Meeting room
- Break out spaces
- 2 no small open plan office space
- 4 no offices
- Accessible WCs

### 3.4 First Floor Mezzanine (80m<sup>2</sup>)

This space is contained within the current mezzanine to provide additional ancillary facilities

The area will comprise:

- WCs
- Storage

### 3.5 Second Floor (570m<sup>2</sup>)

This space is formed within the existing second floor area, accessed via secure entry from the staircases or the lift. The existing gym hall will be utilised as an open plan office. Additional stairs will be required to form access to the new top floor.

The area will comprise:

- 2 no large open plan office space
- Meeting room
- Break out spaces
- 1 no small open plan office space
- 4 no offices
- Accessible WCs

### 3.6 Second Floor Mezzanine (80m<sup>2</sup>)

This space is a new floor constructed at mid level within the large volumes above the second floor, and accessed via the new stairs/ lifts.

The area will comprise:

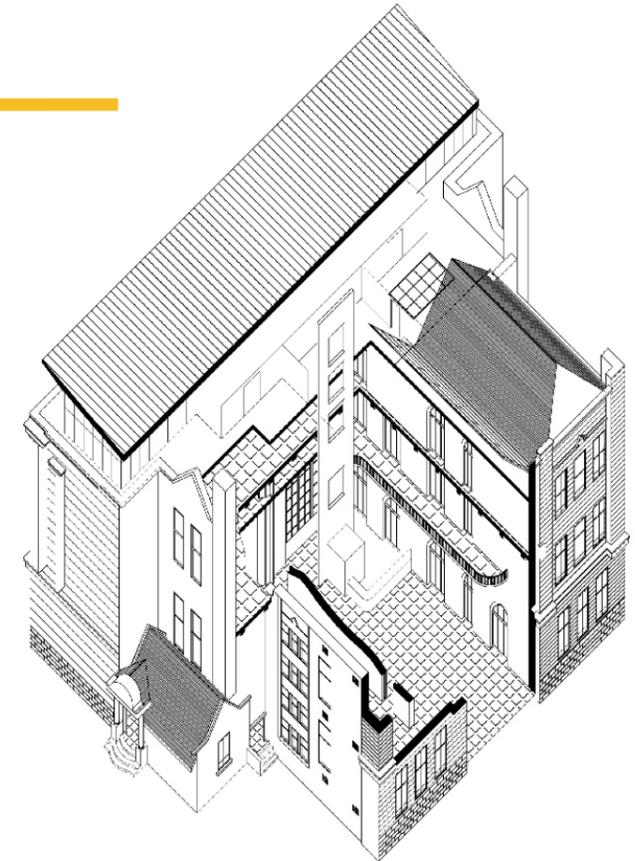
- Shared meeting room with glazing over double height open plan office
- Flexible offices space

### 3.7 Third Floor (370m<sup>2</sup>)

This space is formed within the roof space, and is accessed via lift/ new staircases.

The area will comprise:

- A range of open plan/ flexible office space
- Staff room
- Roof garden for staff use



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#### 4.0 Fabric

4.1 The timber structure and secondary elements of the building are affected by rot and require replacing.

4.2 The concrete floors and brick walls to the Northern area of the building are in sound condition, and can be re-used.

4.3 The fabric will require a full soft strip back to the hard surface.

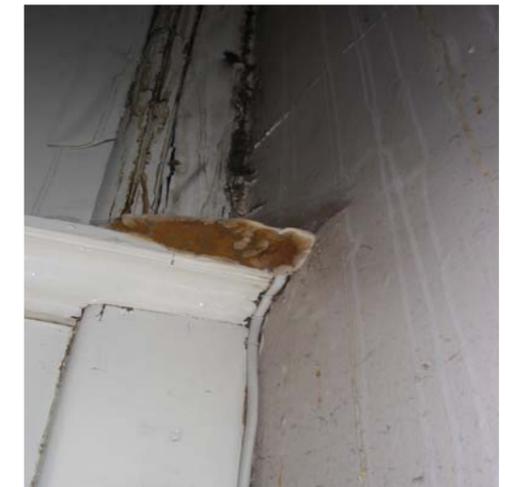
4.4 All external fabric shall be designed to meet the requirements of the Technical Standards, or better if required by the sustainability strategy.

4.5 The roof structure requires replacing, and should be formed to provide a sympathetic balance with the building and relationship with the Burgh Hall.

4.6 The current external stonework fabric shall be retained and locally refurbished as required.

4.7 The internal walls will be upgraded to provide a suitable surface for the office spaces

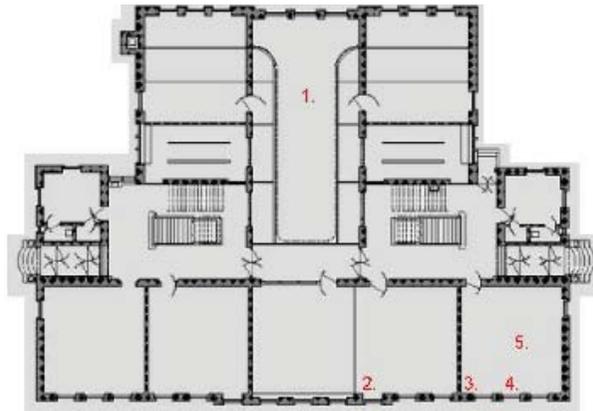
4.8 All the windows require replacing. They should be formed with a modern frameless aesthetic, and be openable and cleanable from the inside.



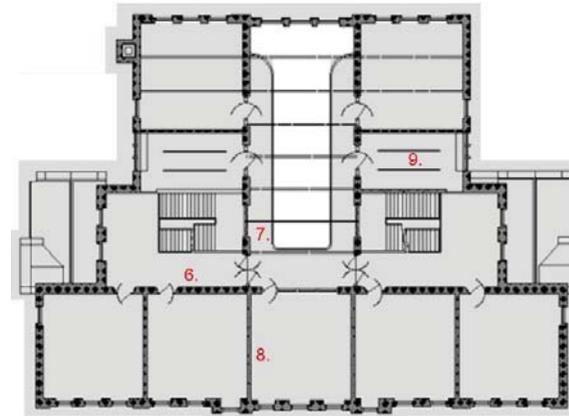
## Appendix 4

### Stock Condition Survey

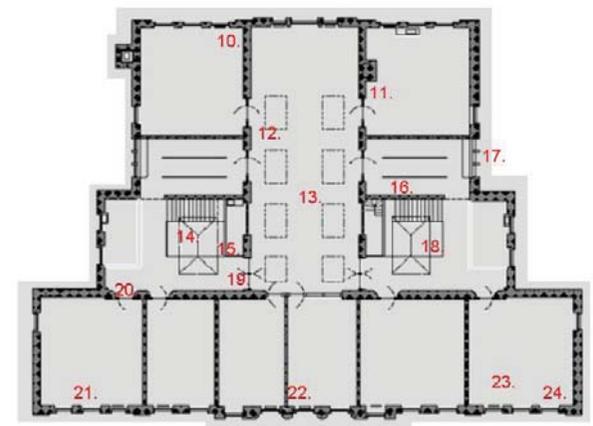
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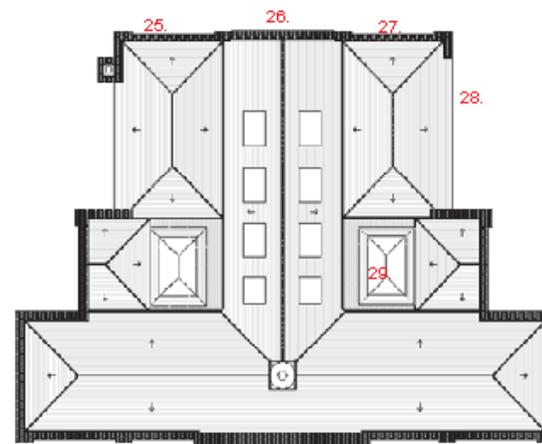
Ground Floor



First Floor

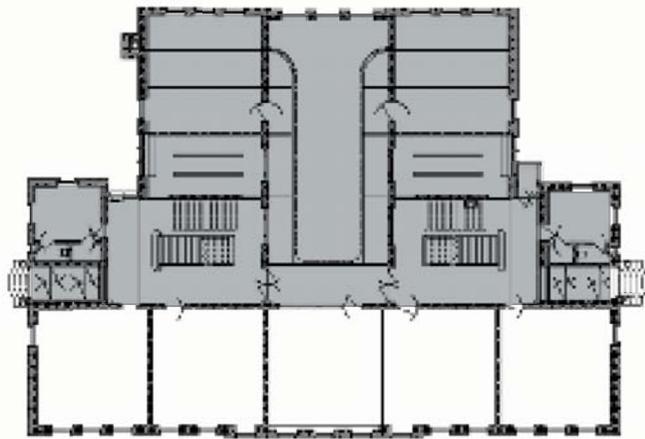


Second Floor

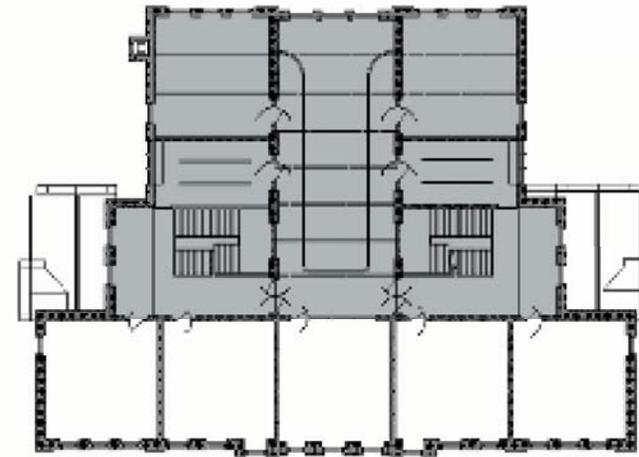


Roof Plan

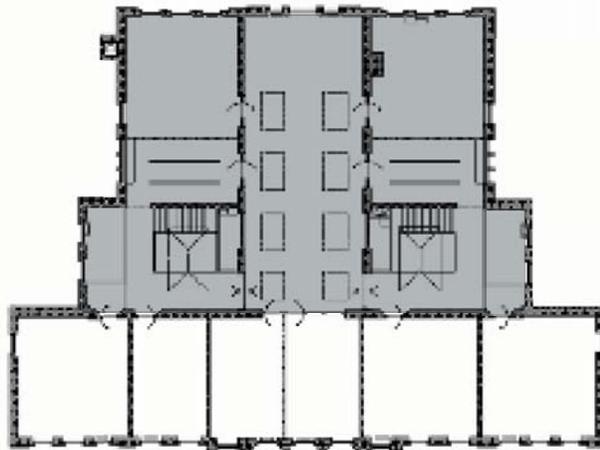
Nos refer to photographs and comments to follow



Ground Floor



First Floor



Second Floor

- Greyed out areas indicate structurally sound concrete construction.
- White areas indicate timber construction requiring complete replacement.

The central space in the building consists of an impressive double height assembly hall with classrooms off.

The mail hall, classrooms to the side, stairs and landings are constructed from concrete and brick, giving the building a solid core.

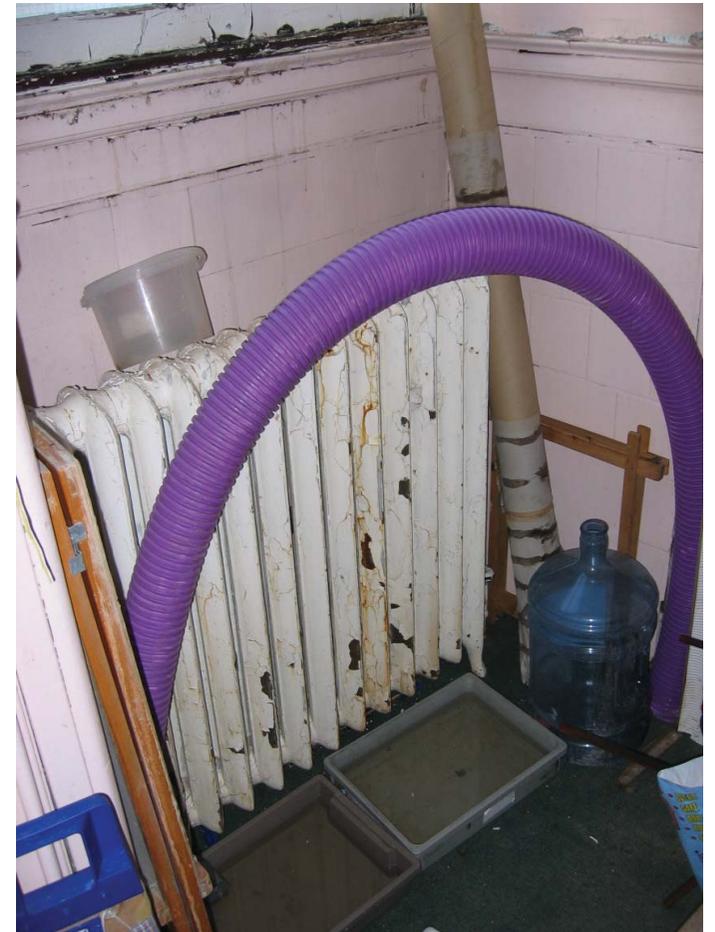
The South facing elevation is constructed with stone/ brick walls with timber floors.



The building has serious problems with water ingress and draughts.

The existing timber sash windows are badly rotten and will require to be completely replaced throughout.

Locally, the school are using buckets to catch drips coming in from damaged windows.



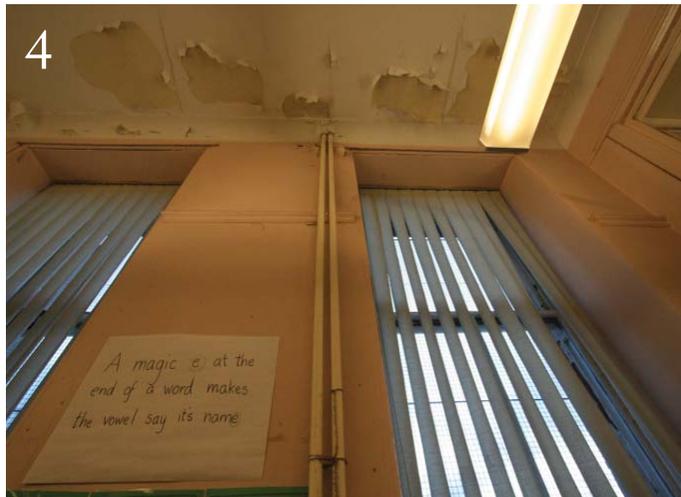
The timber floor slopes sharply towards the South elevation, which is direct damage due to rot.

There are signs of dampness and water ingress throughout the building.



Classrooms have large areas of glazing providing good natural light.

Dampness and water ingress is affecting the plaster fabric.



Suspended ceiling on first floor hides the true quality of the structure.  
There is evidence of substantial damage due to wet and dry rot, though these problems remain hidden.

Rooms off central core are constructed in concrete and are structurally sound.

As well as the rotten timber windows, the internal lintels will also require replacing throughout.

There is considerable cracking of plaster due to water ingress.

The second floor computer room ceiling, recently sheathed in plywood gives an indication that the structure behind is in poor condition.

Fresh paint over the second floor timber framing.

Timber behind severely damaged by dry rot. The problem is long term and by painting over, the affected timber has been exacerbated.



Evidence of dry rot cracking in timber mouldings. Weakened joists have been replaced relatively recently, but affected adjoining timbers left will be compromising this new work and further deteriorating the existing.

The sports hall is on the top floor above the assembly hall. The original timber trusses have been repaired, however due to the extent of dampness and dry rot locally we can assume that the remaining timber will also require replacing. The new timbers may be compromised by this proximity to the rot affected areas.

Roof lights will also require replacing.

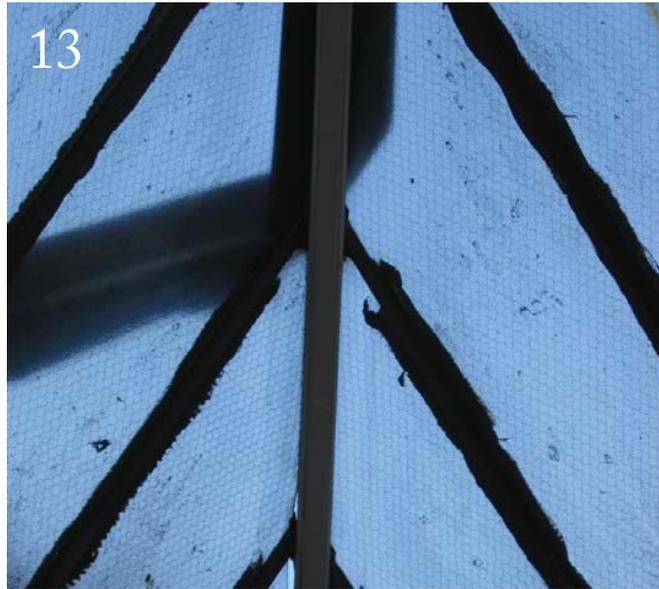


Evidence of storm damage to cupola above stairwell.  
Entire roof light requires replacing.

The cupolas over the stairwells have completely deteriorated and no longer provide a barrier to the elements. These need to be removed or replaced.

Extensive water ingress evident on ceiling.

Damage caused by dampness in janitor's store and  
entrance to attic may have structural implications.



Rot and fabric damage due to water ingress.

Dry rot fungal growth growing on second floor landing. This is a serious problem as the spores will spread throughout the building causing further damage.

This is a non- disruptive survey, and the extensive signs of dry rot indicate that the building is seriously affected.



Existing timber windows rotten throughout the building. Complete overhaul required.



Final stage dry rot to timber door facings on second floor. Affected wood crumbles on touch. Serious concern for the structural integrity of the timber floor joists.



Plaster crumbling and falling from the ceiling of the second floor classroom. The curtains are supporting the ceiling!



Further examples of damage to timber window frames. External pointing crumbling.

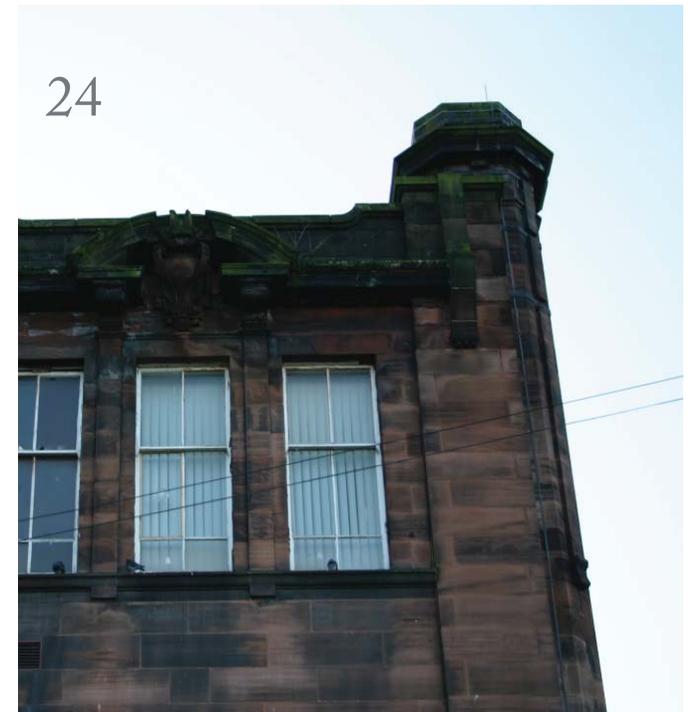


Timber floor shows signs of distress. This indicates an underlying problem of rot affecting the timbers.

Further evidence of dry rot fungal growth in corner of second floor office.

This is the room shown in figure 9 which is badly affected by damp/ rot.

Lack of maintenance has led to vegetation growing on the buildings fabric, leading to problems of deterioration and water ingress.



Long established vegetation growing from external stonework.



Stone features require cleaning and lead protection.

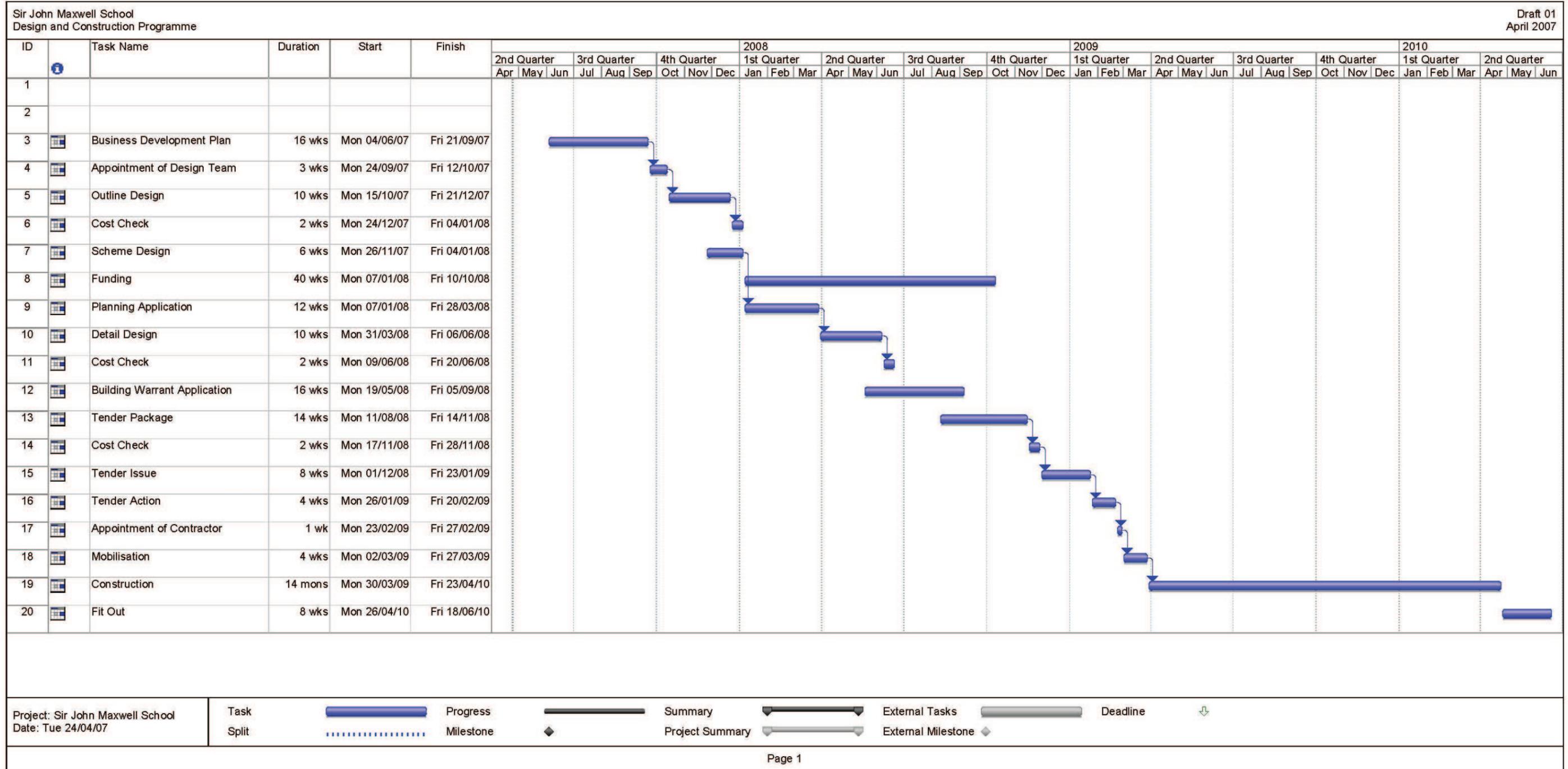


Gutters clogged with vegetation due to lack of maintenance.



# Appendix 5

## Design and Construction Programme



## Appendix 6

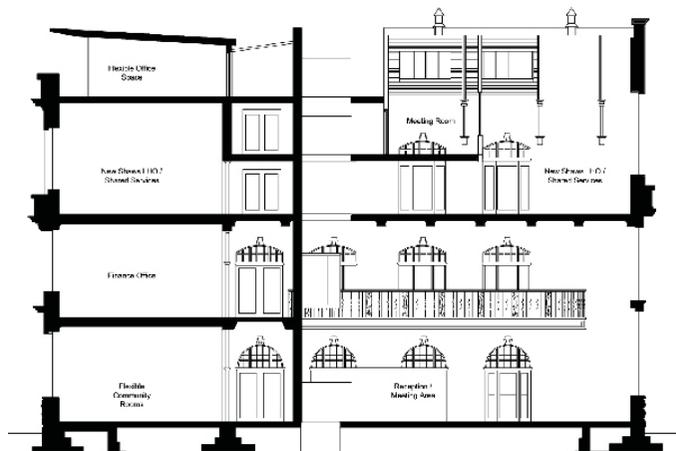
### Design Statement

The design of the refurbishment is intended to harmonise with and enhance the character of the existing building. The extensive refurbishment should, in responding to the best features of the existing, also present itself as a contemporary building looking to the future of Shawbridge. The concept is one of a modern building wrapped within the traditional fabric.

The existing building has a formality to it, in particular with the regularised fenestration typical of this building type, whilst also having a massing arrangement at the gables which give a decorative scale. All the existing stonework and window patterns will be retained. New windows within the existing openings are required, and these should be recessed within the depth of the openings to provide a flush finish internally, and be of thin framed construction to emphasise the 'new within the old'. Existing features will be retained and, where required, cleaned and refurbished. In particular the decorative stonework within the façade will be restored.

The structure of the roof requires to be replaced, and it is intended to construct within this an additional floor of useable space facing south. This vertical section will be recessed from the main façade to provide a visual separation of the elements, and also to enhance the daylighting and character of the internal and external areas. The additional floor will have a single monopitch roof with a zinc finish, and will have significant overhangs at the edges. This is intended to visually float over the surface, and to emphasise the lightweight,

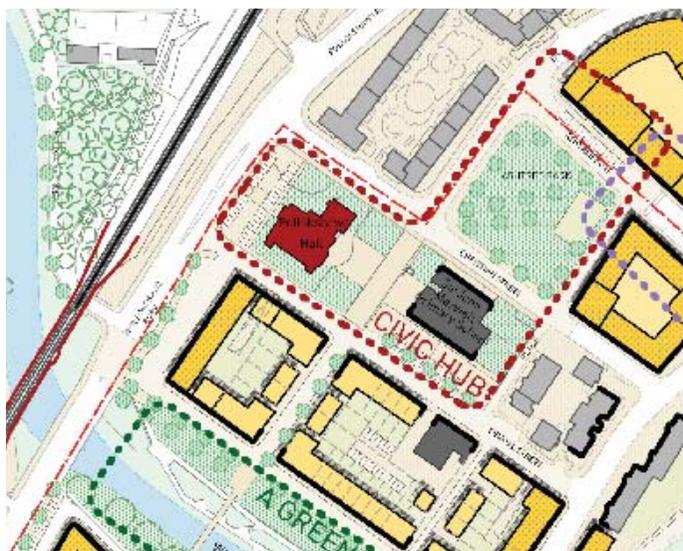
modern appearance of this feature. The south facing elevation would be predominantly glazed, with the gables and rear having a balanced mixture of small scale glazing and smooth zinc cladding. The undulating existing wallhead would provide a suitable balcony to this area. The roof at the top of the staircases will be converted to a roof garden with flush glazing to provide light into the spaces below. This will provide an amenity to the users of the building as well as providing space for the installation of low noise turbines and space for water recycling. Some shared meeting and staff space will be arranged around this giving an urban garden impression to the top floor. The remaining areas of the roof, primarily to the north side, will be re-constructed in a form to match the form of the original, with salvaged slates being used to re-clad the surfaces.



The relationship between the Sir John Maxwell School and the grade A listed Pollokshaws Burgh Hall is important to address. We consider that the vertical extensions to the building are sympathetic to the building forms which face the Burgh Hall and neither overpower the existing buildings' elevations, nor detract from the historicity of the setting. The intention is to emphasise the form and stonework of the original buildings by providing a lightweight counterpoint against which to balance them.



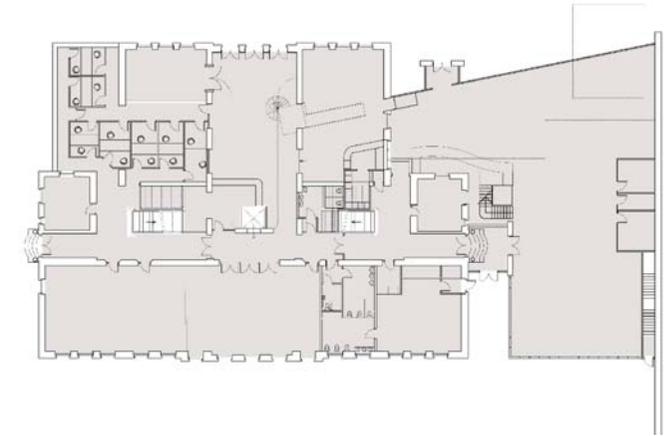
Externally, the existing playground provides a large area within which the building sits centrally. This will be replaced with a 'grasscrete' surface which can provide ~50 car parking spaces during the day, or during community events in the area. It will also provide a sympathetic surface for holding events on, avoiding the 'sea of tarmac' which exists currently. The edge treatment will be adjusted to give access on the centre access into the new main entrance of the building. The edge between the Sir John Maxwell and the Burgh Hall will be reconfigured as part of the overall regeneration project to provide a pedestrian access. Entrances to both buildings will be along the same axis, and balance both as part of the community hub.



Internally, the classroom spaces above the ground floor will be refurbished to provide modern and flexible office space. The central circulation space is an important element in providing legibility to the spaces, and to functionally and spatially connect the internal spaces. A vertical shaft wall is proposed to puncture through all the floors of the building, finally expressing itself in the roof garden. This will be used as a route for the lift, but also to provide natural ventilation throughout the building and as a visual reminder of the centrepiece of the building. The spaces will each organise themselves around this area.



The ground floor is an important space since it connects directly with the community and the public. Achieving high levels of natural light, activity and spatial interest in this space is a key goal, as well as providing a functionally flexible and vibrant space. The intention is to use the existing double height volume in the assembly area to achieve this quality of space, with it being fairly simply refurbished and decorated in sympathy with the size and presence of the room. The existing spaces organised around this hall will be converted to various community functions, and will use the existing openings to 'spill out' into the central space. A mezzanine above the cafe at the front of the building is proposed, with the access from the existing staircase and from the central area. The central circulation spine would be fully expressed in this space, but would be controlled for access deeper into the building.



Ideas for an extension to the east of the building have been explored, with a library being the initial function considered. Irrespective of the final function of a possible extension, some principles for its design can be outlined. The form should be clean, lightweight and modern to provide a juxtaposition for the building. The facade should meet the Sir John Maxwell School at an appropriate angle to keep the visual strength of the corner of the building, and to ensure that it remains as a full object on the site. This will create a public space and a natural entrance at the junction between the buildings. The facade should be predominantly glazed to enable glimpses of the features of the existing building from the outside. The junction of the roof and walls of the new should very lightly touch the existing. The height of the extension should be no greater than the height of the ground floor and mezzanine, and the roof and materials should reflect those of the roof extension proposed.

