



# Business Transformation Manager

Jamie Mallan

[jamiemallan@fpha.org.uk](mailto:jamiemallan@fpha.org.uk)

<http://www.twitter.com/jamiemallan>

<http://www.linkedin.com/in/jamiemallan>



Tannahill Centre

# SURF Awards Shared Learning Workshop

22nd July 2021





# Key findings

01

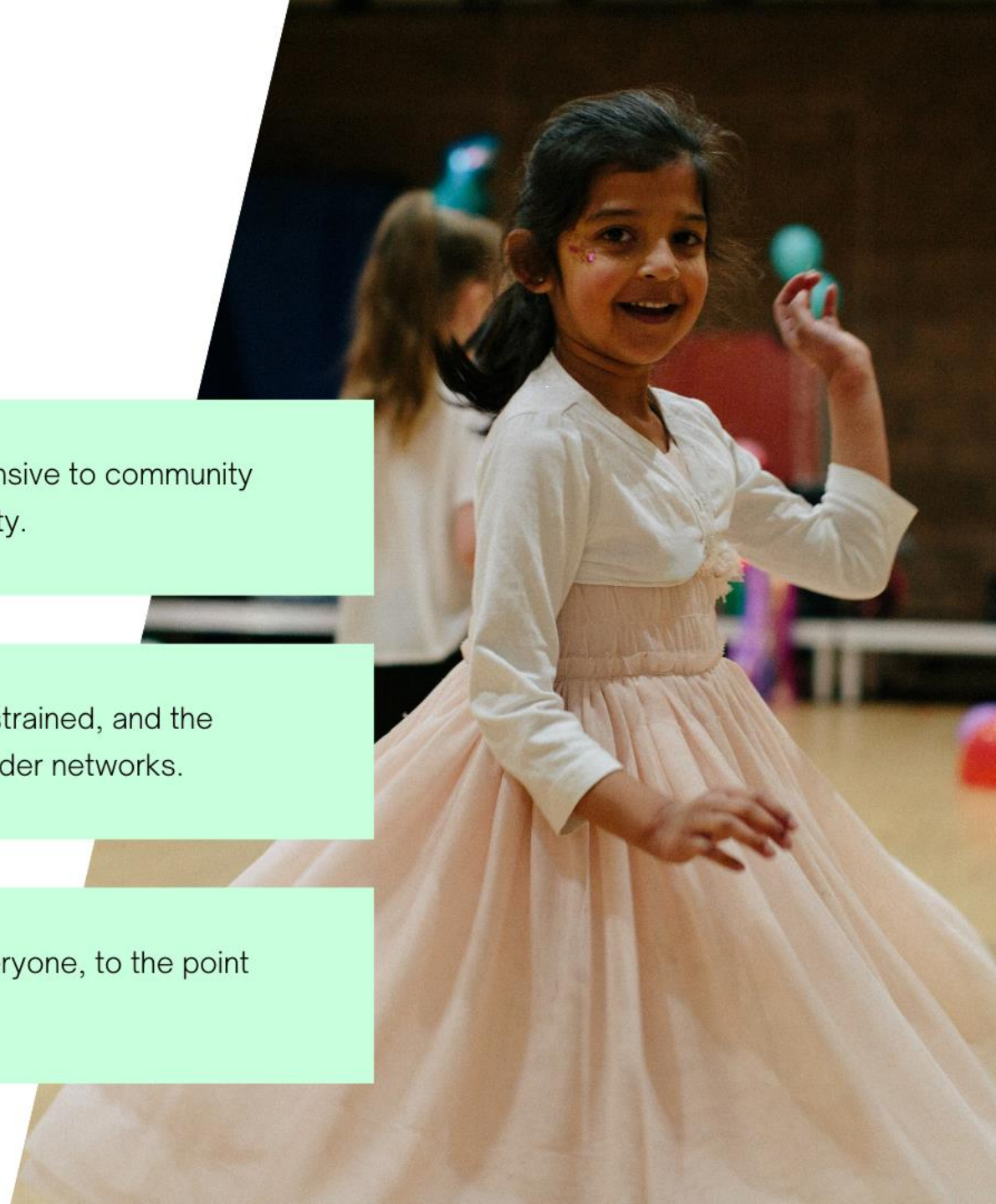
The Tannahill Centre was unwelcoming and unresponsive to community needs. The services it did deliver were of poor quality.

02

Relationships with wider stakeholders were poor or strained, and the centre had disengaged in partnership working and wider networks.

03

Overall the centre had a very bad reputation with everyone, to the point even its good points were being overlooked.



# Planned approach

Immediate actions were taken by the Executive Committee to improve the management and governance of the centre. This included a **new leadership** team and the adoption of a new **business plan**. The new leadership team developed an annual delivery plan focussing on:

## Short Term

Responding to local peoples needs.

Partnership working

Making visible changes within the centre

## Medium Term

Raise awareness more broadly

Attract funding

Deepen the impact of our work in Fergulise Park

## Long Term

Establish social enterprise activities

Sustain funding

Redevelop and repurpose the centre



A photograph of a community event, likely a sewing or craft fair, held in a room with a brick wall. In the foreground, two women are seated at a table. The woman on the left, with short grey hair and wearing a blue patterned cardigan over a white top, is looking towards the right. The woman on the right, wearing a bright blue polo shirt and glasses, is focused on sewing with a needle and thread. Behind them, several children are watching. A young girl in a white shirt and tie stands near the women, and another child in a red sweater is visible in the background. The table is covered with a red and white checkered cloth and holds various items: a white sewing machine, a bottle of water, a mug, and a small white teddy bear with red heart patterns. Above the table, a colorful bunting banner spells out 'FERGUSLIE' in large letters. To the left, a large quilted pillow with a geometric pattern is visible. In the bottom left corner, there are framed pieces of embroidery, including one of a cake and another of a duck. The overall atmosphere is one of a community gathering.

## Local activist

For all my life I've been told that Ferguslie Park is being regenerated, it's had waves and waves of regeneration, but I'm still living in a community riddled with poverty. When does this regeneration come to an end?



# Changed approach

## Arts Festival

Worked with a team of artists, pairing them up with 12 community groups to produce a community arts festival.



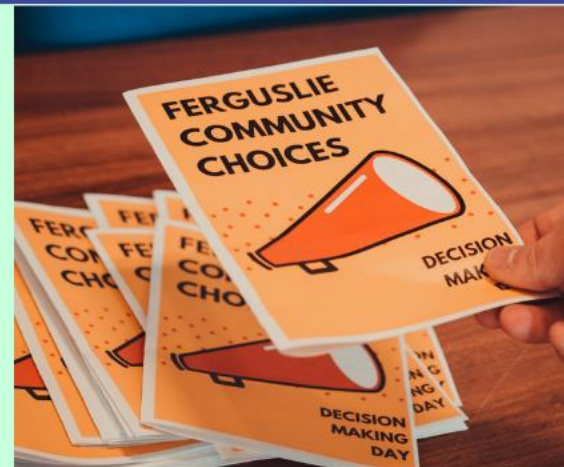
## Youth PB

Ran a participatory budgeting programme run by young people, distributing £25,000.



## SRGs

Formed groups that supported one another, learned a skill together and used this skill to generate an income.



## Community Anchor

Conclusion that there is a need for a community anchor org in Ferguslie.



## Local Activist

A lot of money has been spent in Ferguslie over the years, however this is the first time that the local community decided what we need and what resources we need to achieve our aims.





# Medium Term Outcomes

Our changed approach resulted in enhanced medium term outcomes, ranging from increased sources of funding,



## Funding

£1.2 million secured since 2017 to support the community through Participatory Budgeting, Community Development and Community arts and celebration activities.



## Volunteering

A volunteer programme open to the whole community, including volunteers within smaller organisations. Volunteer numbers have grown to over 60.



## Recognition

Wider awareness of our work has resulted in a number of opportunities being presented to us that we otherwise would have missed.



# COVID-19 Response

Acting as a community anchor organisation ensured there was capacity, co-ordination and local knowledge to deliver a comprehensive COVID-19 response.



## Capacity

Adopting a community anchor approach has resulted in a number of community groups being established that weren't in existence 3 years ago.



## Trusted

These small groups were open about the challenges they faced and trusted the centre to provide the support needed



## Relationships

The centre benefited from the relationships built with others over the years, drawing on their experience and resources to support the COVID-19 response

# Long Term Plans

## Redesign and redevelopment of the Tannahill Centre

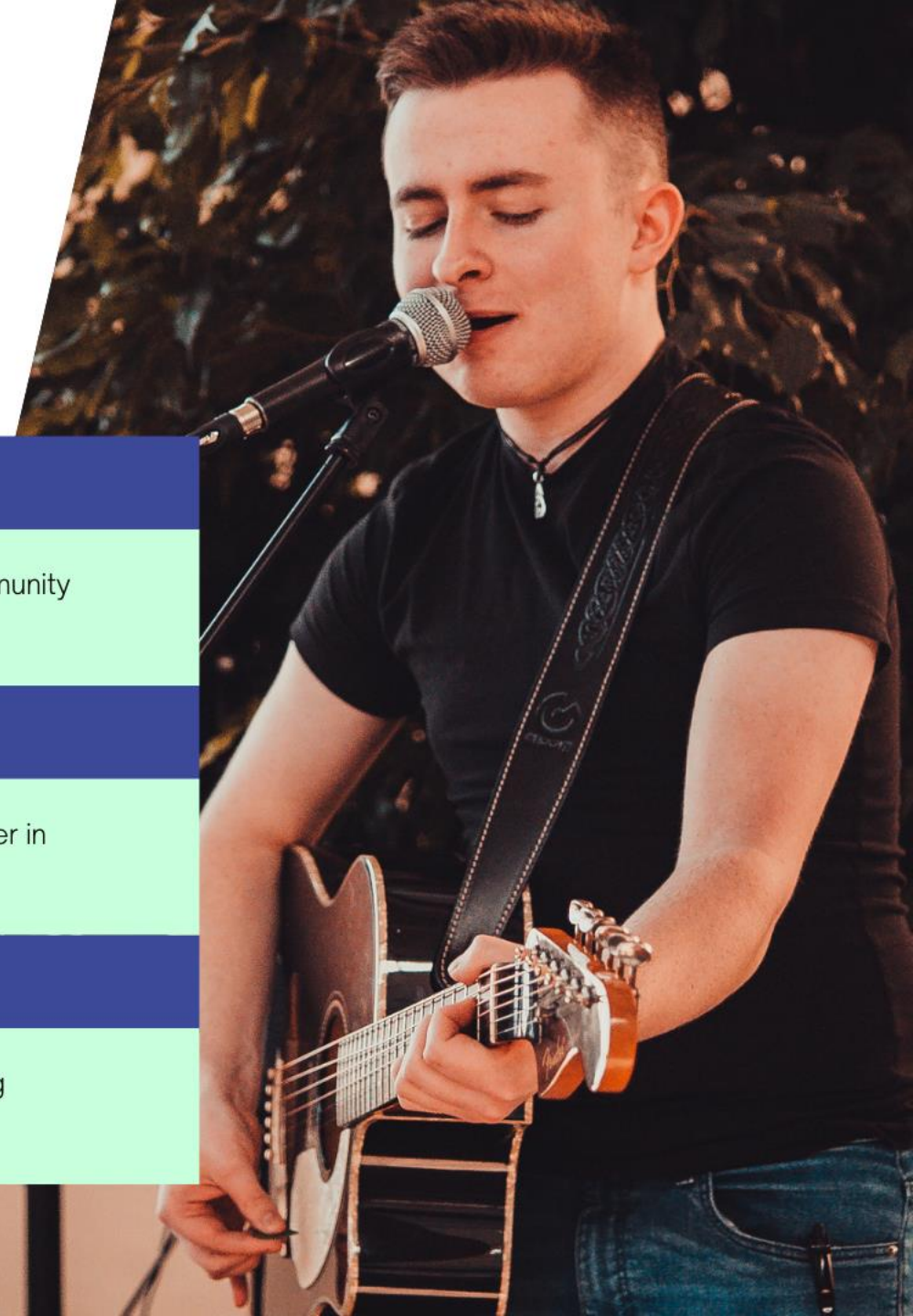
Not only looking at how space could be better used, but also how it could better serve our Community Anchor aims.

## Social enterprise activity

What activity should we deliver? What activity should others deliver? What activity can we deliver in partnership?

## Secure long term funding from a diverse range of funders

Community anchor approach embedded in a number of funding applications for long-term funding currently being considered by funders.







# Key reflections



Don't just listen... LISTEN!



Be comfortable in giving up control



Build flexibility into your plans





# Keep in touch

76 Blackstoun Road  
Paisley  
PA3 1NT

[www.facebook.com/tannahillcentre](https://www.facebook.com/tannahillcentre)  
[www.twitter.com/tannahillcentre](https://www.twitter.com/tannahillcentre)  
[www.twitter.com/jamiemallan](https://www.twitter.com/jamiemallan)