



PRIMROSE COMMUNITY TRUST

SC051088

**DEVELOPMENT
OF
GREENFIELD SPORTS & COMMUNITY HUB**

CROSSGATES

**PRIMROSE COMMUNITY TRUST
BUSINESS PLAN**

**24TH JUNE 2021
(Updated 29.11.2023)**

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1. PCT Vision & Statement

Vision

To improve the lives of everyone through education, activity/sport, leisure, common interest development, wellbeing (mental/physical), togetherness with the added provision of bespoke facilities.

With the commitment to the above the social integration with associated benefits will improve for everyone.

Statement

Crossgates as a community will benefit from everyone not only taking an active part in different activities but also understanding the not so obvious advantages of sport, togetherness, communication and internal leadership.

2. Introduction - *“Who we are and what we want to achieve”*

2.1 Mission Statement, Core Values & Commitments

Primrose Community Trust – Mission Statement – *“What Makes Us Special”*

The Primrose Community Trust was founded in 2020. The Trust has charitable status SC051088.

The Trust has ambitious and exciting aims which we hope you will share, enjoy, and benefit from.

“WHY” are we doing what we are doing?

Our overarching aim is “To help make life better for you and your family.”

“HOW” will we do it?

We will “Create a leadership structure and provide facilities which allow the community to work together for the good of everyone.”

We will introduce a management structure made up of members of our community working, ethically, for our community, charged with the responsibility to ensure our objectives (Direct and In-direct) are met.

We will develop a Greenfield Sports & Community Hub in Crossgates to provide a place for all to visit, take part in different activities and better meet the needs of our wider community.



“WHAT” are we going to do?

We will “Use the leadership structure to ensure the needs of the community are better met and that the facilities are all inclusive and belong to everyone.”

We will introduce a sustainable, ethical, fair, accountable, positive, innovative and can-do leadership, management, administrative and guidance structure made up of members of our community working for our community.

We will, within financial capabilities, provide facilities for people of all ages and interests. We will focus on physical, mental, and emotional health and wellbeing, education, sport and recreation, shared community heritage and interests, planned activities, the promotion of equality and diversity, welfare, cultural, social, and local needs.

We will ensure that facilities are modern, professionally managed and maintained.

We will ensure that we engage with and are answerable to our community and make ethical decisions based on community feedback, needs, finance and resources.

We will clearly identify and review all activities and the consideration to “Active Mental Health and Social Inclusion” for our community.

3. Background - *“Why we are doing this and what we are doing”*

3.1 About the Project

The Primrose Community Trust is a new charity founded by local community members with the aim of providing exciting new multi-functional facilities for the physical and mental benefit for all.

This is an excellent opportunity to enhance the facilities for the benefit of all. The aim is to achieve this through the development of a Greenfield Sports & Community Hub offering sports, recreation, wellbeing and communication facilities for everyone who lives, works and visits Crossgates.

The village has seen a remarkable development over recent years. The work carried out by previous community initiatives has been outstanding. This project is exciting, extremely ambitious and has been designed to complement all the other fantastic work that has been done.

It is likely to be completed at a cost of around £1.85 million.

The mission of this project is to:

- ✓ Develop a Greenfield Sports & Community Hub to provide community use facilities for all of Crossgates and surrounding areas. To acknowledge areas of deprivation and much needed support in our community and action deliberate initiatives to help.



The aims are to:

- ✓ Support the local and wider communities.
- ✓ Enhance sport and recreation facilities in the community.
- ✓ Encourage health & fitness, wellbeing and nutrition.
- ✓ Enhance local education, culture, heritage, bio-diversity and sustainability.
- ✓ Provide Youth Clubs & Children's Development Programmes.
- ✓ To provide Welfare support through our Foodbank and Fuel Fund Initiatives.
- ✓ To engage closely with all representations of our community, ensuring they are listened to and further initiatives are designed and implemented.

The benefits include:

- ✓ Facilities for all ages and abilities.
- ✓ Improvement of mental health, social inclusion and wellbeing.
- ✓ Integration of local schools embracing our be-spoke facilities.
- ✓ Multi/functional space facilities with ample enclosed car parking acting as a hub to bring the community further together.
- ✓ Opportunities to serve and support local community groups.
- ✓ Good Mental Health.
- ✓ Togetherness & Involvement.
- ✓ Opportunity.
- ✓ Knowledge & Confidence.
- ✓ Comfortability, Self-Worth & Happiness.
- ✓ Closer Friendships.
- ✓ Sense of Belonging.
- ✓ Leadership & Understanding.
- ✓ Support.
- ✓ Sense of Purpose.
- ✓ Feeling of Achievement.
- ✓ Socialisation.
- ✓ Addiction Prevention/ Isolation.
- ✓ Team Spirit.
- ✓ Accessibility.
- ✓ Increased Learning & Appreciation.

3.2 Crossgates and the Wider Communities

Crossgates is a small town located near the junction of the M90 and A92 between Dunfermline and Cowdenbeath, Fife.

A useful description of Crossgates socio – economic demographics can be viewed at the link below.

[Crossgates | Understanding Scottish Places \(usp.scot\)](https://usp.scot/crossgates)



Which describes Crossgates as:

'This type of small town is extremely mixed in terms of demographics. There are particularly wide ranges of people, housing, and activities. The number of older couples with no children is higher than average. There is a mix of professional and non-professional jobs, and part-time and self-employment are both important for a significant proportion of residents.

Socioeconomic status is higher than in other types of towns and there is a mix of professionals and non-professionals, those with higher and lower educational attainment'.

Whilst somewhat dated pending the 2021 census, the following is known:

- The was a 15% increase in population between 2001 – 2011.
- This further increased by 3% by 2016.
- There were more children at school than for similar sized towns elsewhere – 200.
- There was less Doctor provision than for similar sized towns elsewhere – 2.
- There were more people per shop than for similar sized towns elsewhere – 137.
- There was less diversity of retail on offer.
- There was less amount of grant funding than for similar sized towns elsewhere - £11,000.
- The average internet download speed was less than for similar sized towns elsewhere – 24 MBs.

Additionally:

- The highest proportions of residents were aged between 25 – 64 years of age.
- Whilst numbers of 16–24-year-olds were low, there were higher numbers of 5-9 and 10-14 years old
- The range of education mixed with more residents citing no education than any other level. 20% did, however cite degree or higher degree.
- The vast majority of employed residents travelled no more than 10k to work.
- The highest levels of household composition were either single occupancy or married with no children.

In further terms of the indexes of multiple deprivation, Crossgates fall under fall data zones. Key points include:

- Areas of the village where education is either rank 3 or 4.
- Health domain ranked 5.
- Geographical access ranked 2.

It is anticipated that some of these statistics will have changed by 2021 due to the village's further expansion with, predominately family orientated homes.



The Past

The absence of local sporting facilities may partially explain some of this demographic in terms of lower-than-expected numbers of children in the village.

In terms of the village's heritage, Crossgates has a long history of mining. The earliest mention of Crossgates is on a map of Fife dated 1237. By the 19th century there were several mines situated around the local area (many of the street are now named after these). Whilst Crossgates is now one village it was previously several smaller villages – Crossgates, Mossgreen, Coaledge, Fordell and Donibristle all of which had schools (Coaledge and Fordell was a joint school).

Over the years the village had the usual shops and facilities – butchers, banks, blacksmith, shoe repairs, greengrocers, there were in the village various small shops including a draper, butchers, paper shops, ice cream shops, barbers, hairdressers, bakers, tailors, weavers, masons, cooper, fish and chip shops, off sales and garages. There are now only some hairdressers, barbers, conveniences shops, a second-hand goods shop, and fast-food shops available. There was previously also a railway station immediately to the east of the village and plentiful hotel accommodation within Crossgates.

In terms of sporting and community facilities residents gone by had a nine-hole golf course, tennis courts, curling rink, bowling green, snooker hall, small cinema, greyhound racing track and additional children's play park facilities. More recently there were also children soft play facilities to the west of the village although these are now defunct.

The village however does currently have a bowling club, several locally volunteered groups who are all activity for the benefit of the wider community and a local enclosed football stadium. This stadium, the home ground of Crossgates Primrose FC is extremely basic in structure and facilities but has the advantage of being fully enclosed, already provided with power and other amenities, access, and parking facilities. There is also significant space capacity for development. The ground is currently owned by Fife Council and leased to Crossgates Primrose who only use the facilities up to three hours, on average, a week. The ground is not used over the football close season. In summary, the community could be getting far more here.

More recently, in 2008 ATH Resources opened an opencast mine at Muir Dean to the south of the village, with the intention of removing 2,000,000 tons of coal.^[5] Planning permission for the mine was initially refused by Fife Council but the decision was later overturned by the Scottish Government.^[6] In April 2011, an application for an extension to the Muir Dean mine was lodged by ATH Resources to extend the surface mine to the south, which was granted. ATH Resources went into administration, leaving an ecological disaster with an uncertain future at the time. Most reparation works have now been completed, with the former mine infilled, and the landscape returned to farmland.

As the village has grown in proportion with elsewhere, the additional facilities which have been afforded in other areas, unfortunately have not materialised in Crossgates. Local children are having to travel to be able to participate in activities for Crossgates based organisations and word of mouth alone provides that this is a factor in family decisions to reside or otherwise in the village.

Crossgates has much hidden potential which will not be realised until it has facilities for all that are equal to small towns of similar standing.



The Present

Primrose Community Trust has galvanised our whole community and is now supporting not only all the local clubs and groups but also all sections of our residential and business community.

We have identified 6 areas that in their own right are of massive significance and benefit to the Crossgates community, but furthermore when integrated together transforms the identity, well-being, excitement and productivity.

Our approach to the comprehensive development of planned initiatives which together bind, involve and integrate our community.

Community Engagement



AIM

To liaise regularly and simply with all groups in our community gaining feedback and building up relationships with everyone.

METHOD

- ❖ Involvement
- ❖ Regular communication
- ❖ Digital & Social Media Platform Development
- ❖ Face to face group meetings
- ❖ Purposeful projects for the community
- ❖ Leaflet Drops
- ❖ Evaluation & Feedback
- ❖ Full integration and involvement from children to adults
- ❖ Encouraging local commitment & collaboration
- ❖ Setting goals and being ambitious
- ❖ Creation of living and breathing Website



Youth & Children's Development



AIM

To set-up, lead and manage opportunities for children and youths to come together, develop as groups and support our local community.

METHOD

- ❖ Togetherness
- ❖ Opportunity
- ❖ Group friendship
- ❖ Integration into community
- ❖ Developing values & responsibility
- ❖ Developing future leaders
- ❖ Inclusive growth and togetherness in the community
- ❖ Community led initiatives with ambition
- ❖ Safeguarding tomorrow's future!



Sport & Recreation



AIM

To ensure our bespoke synthetic/ artificial surface is used for the comprehensive benefit of everyone from Crossgates and the surrounding areas.

METHOD

- ❖ Multi activities across team sports, individual sport & group sport
- ❖ Developing interaction & integration
- ❖ Football, rugby, hockey, archery.....
- ❖ Galas
- ❖ Sports Days
- ❖ Planned Events
- ❖ Summer Camps
- ❖ Planned activities with school
- ❖ Involvement with ALL Support Groups in Crossgates
- ❖ Training & Development for multi-activities and coaches
- ❖ Encouraging participation from all age groups and sectors
- ❖ Weekly, monthly and seasonal tournaments



Education & Heritage



AIM

To develop Education & Heritage initiatives and programmes to educate and involve all pupils at our local Primary School and just as importantly, the community at large.

METHOD

- ❖ Developing partnerships with local school
- ❖ Working with leadership team ensuring – Responsible Citizens, Successful Learners, Confident Individuals & Effective Contributors
- ❖ Integrating Toddler Groups, Nursery Groups and Primary School
- ❖ Developing broader vision looking at history & culture of Crossgates & The Community
- ❖ Links with local experts developing and teaching history & culture programmes
- ❖ Developing enterprise, fitness, nature & involvement from all sectors
- ❖ Being in touch with children's feelings, mental-health & togetherness
- ❖ Using local HUB as added value to Education/ School
- ❖ Developing space to facilitate relationships and get to know everyone in the community



Health & Fitness



AIM

To lead, organise and encourage ALL groups in our community to exercise in many different ways making everyone aware of the importance of Health & Nutrition.

METHOD

- ❖ Fitness for all
- ❖ Running, cycling, jogging, walking, indoor gym and activity classes
- ❖ Group interaction
- ❖ Competition
- ❖ Male/ Female – All age groups and ages
- ❖ Nutrition
- ❖ Health
- ❖ Training Together
- ❖ Taking responsibility & encouraging Health & Fitness
- ❖ Fun & Games
- ❖ Walk and Talk Groups
- ❖ Individual & Group Initiatives
- ❖ Planned activities and educational programmes for all



Welfare Support



AIM

To provide local, accessible, and immediate support to members of our community who would benefit from assistance to help them in times of need.

METHOD

- ❖ Fuel Fund providing assistance with household energy costs
- ❖ Food Bank providing healthy food options and cold weather clothing / equipment
- ❖ Partner engagement
- ❖ Awareness raising of local welfare facilities
- ❖ Promotion of public assistance
- ❖ Sharing of good practice
- ❖ Inclusion of all
- ❖ Regular communication
- ❖ Social media engagement
- ❖ Evaluation & Feedback
- ❖ Encouraging local sustainable commitment, collaboration, donations, and fundraising





Outcomes

The Community & Individuals



- ✓ Good Mental Health
- ✓ Togetherness & Involvement
- ✓ Opportunity
- ✓ Knowledge & Confidence
- ✓ Comfortability, Self-Worth & Happiness
- ✓ Closer Friendships
- ✓ Sense of Belonging
- ✓ Leadership & Understanding
- ✓ Support
- ✓ Sense of Purpose
- ✓ Feeling of Achievement
- ✓ Socialisation
- ✓ Addiction Prevention/ Isolation
- ✓ Team Spirit
- ✓ Accessibility
- ✓ Increased Learning & Appreciation





3.3 SWOT & PEST Analysis

SWOT Analysis

Primrose Community Trust SWOT Analysis

Introduction

A SWOT analysis is a strategic planning technique used to help identify and document strengths, weaknesses, opportunities, and threats related to business competition or project planning.

<p>Strengths</p> <p>Multi-sporting complex will attract larger groups.</p> <p>A wider range of training and development sessions can be provided.</p> <p>Potential investors will see the benefits to the wider local community.</p> <p>The centre will be the only all-weather sporting facility in the local area.</p> <p>Capture attention of sporting bodies increasing venue hire.</p> <p>Competitions will bring back teams again annually.</p> <p>Lack of existing facilities opens a suppressed marketplace.</p>	<p>Weaknesses</p> <p>Other similar if lesser ranged facilities in wider geographical area. Other options will remain available.</p> <p>Initial outlay will be high. Will require large amount of expenditure and support from investors / donators.</p> <p>Maintaining support of voluntary and casual staff.</p> <p>Costs of maintaining premises on an ongoing basis.</p> <p>Pressure from investors to reach and maintain targets.</p>
<p>Opportunities</p> <p>Located within an expanding community.</p> <p>Located near a school.</p> <p>Located within a community lacking sporting, well-being, health, welfare, and heritage facilities for all.</p> <p>Charitable initiative helping to keep costs as low as possible.</p> <p>Opportunities for new groups to form to support sport, well-being, health, welfare, and heritage interests for all.</p> <p>Potential for local businesses to receive a positive impact based on increased footfall to area.</p>	<p>Threats</p> <p>Membership may take time to develop.</p> <p>Costs whilst low may be prohibitive for some.</p> <p>Existing facilities in wider area may expand.</p> <p>Transport links are limited in that they do not yet include a train halt.</p> <p>Misperception of facility being football orientated.</p>



PESTEL Analysis

Primrose Community Trust PESTEL Analysis

<p>Political</p> <p>Lack of political stability in Scotland in terms of an existing hung government and an ongoing potential for a referendum.</p> <p>The level of bureaucracy involved in introducing and maintaining the facility.</p> <p>Legal frameworks for contracts.</p> <p>Pricing regulations that may require to be adhered to.</p> <p>Tax rates and incentives.</p> <p>Salary rates.</p> <p>Working time regulations.</p> <p>Safety regulations in the sporting and other related sectors.</p>	<p>Economic</p> <p>Government intervention in the free market and related Consumer Services.</p> <p>Efficiency of financial markets – Does the Gym Group Plc needs to raise capital in local market?</p> <p>Labour costs and productivity in Scotland.</p> <p>Business cycle stages involved (e.g. prosperity, recession, recovery).</p> <p>Scotland’s economic growth / decline rate.</p> <p>Scotland’s discretionary income rates.</p> <p>Scotland’s unemployment rates.</p> <p>Scotland’s inflation rates.</p> <p>Scotland’s interest rates.</p>
<p>Social</p> <p>Local attitudes and interests towards sport, well-being, health, welfare, and heritage.</p> <p>Local culture towards new facilities.</p> <p>Local sporting demographics.</p> <p>Demographics and skill level of the local population.</p> <p>Class structure, hierarchy and power structure in the society.</p> <p>Education level of local population.</p> <p>Culture (gender roles, social conventions etc.)</p>	<p>Technological</p> <p>Technological impact on cost structure in sector.</p> <p>Impact on value chain structure in Consumer Services sector.</p> <p>Rate of technological change in sector.</p> <p>Recent technological developments by other local similar facilities.</p>

**Environmental**

Weather.

Climate change.

Laws regulating environment pollution.

Recycling.

Attitudes toward “green” or ecological products.

Attitudes toward and support for renewable energy.

Legal

Discrimination laws.

Employment laws.

Health and Safety laws.

Data Protection.

General Data Protection Regulations.



3.4 Communications Contact List and Strategy

Appendix III

Different Community Groups

3.5 Market Analysis

Market analysis is critical to our success.

Direct correlation between identified groups and targeted success.

Areas of research included:

- Population
- Age groups breakdown
- Gender analysis
- Activity groups – who takes part in what
- Different community groups
- Ethnicity
- Disability
- Groups we need to support
- Interests/past times
- Horizon or future planning (10 years' time?)
- Deprivation

Population:

“The population in the area from the last census (2011) was 2,138. The population has grown since then and from Scottish Neighbourhood Statistics it is now around 2,659.”

Reference - <https://www.coalfields-regen.org.uk/wp-content/uploads/2019/10/Crossgates-Community-Action-Plan-2016-2021.pdf>



CROSSGATES (United Kingdom)

Locality

The population development of Crossgates as well as related information and services (weather, Wikipedia, Google, images).

Name	Council Area	Population Census 2001-04-29	Population Census 2011-03-27	Population Estimate 2016-06-30	Population Estimate 2019-06-30
Crossgates	Fife	2,180	2,460	2,610	2,580

Crossgates

- 2,580 Population [2019] - Estimate
- 0.8703 km² Area
- 2,964/km² Population Density [2019]
- -0.38% Annual Population Change [2016 → 2019]

 Crossgates: village in Fife, Scotland, UK



Source: National Records of Scotland (web).

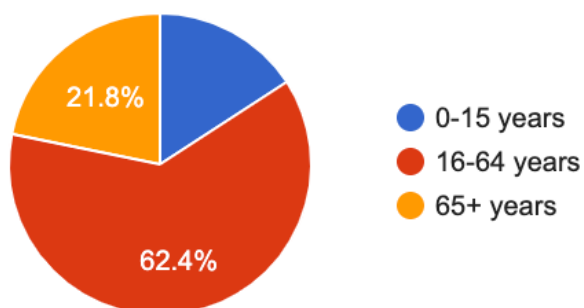
Explanation: Localities according to the definition of 2016. 2001, 2011 and 2019 figures are approximate values calculated by »City Population« using the population of output areas or data zones.

The population density, meaning the number of people per square kilometre km²

Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/

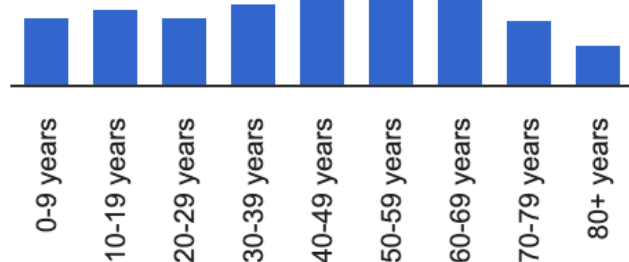
Age groups breakdown:

Data from National Records of Scotland



Age Groups (E 2016)

0-15 years	413
16-64 years	1,628
65+ years	569



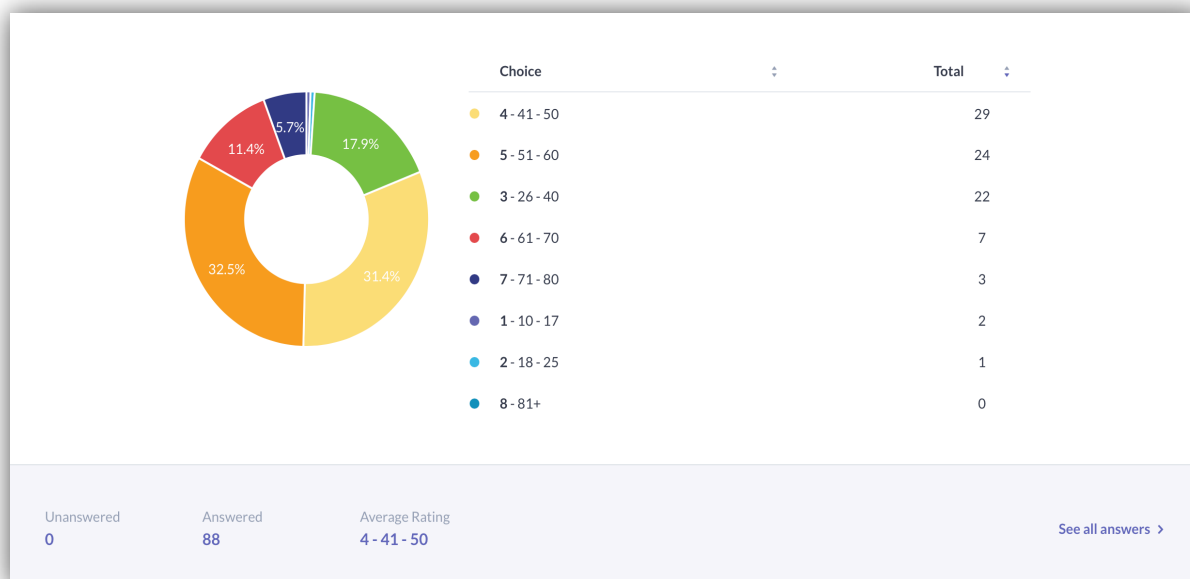
Age Distribution (E 2016)

0-9 years	247
10-19 years	276
20-29 years	248
30-39 years	302
40-49 years	370
50-59 years	426
60-69 years	352
70-79 years	237
80+ years	152

Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/

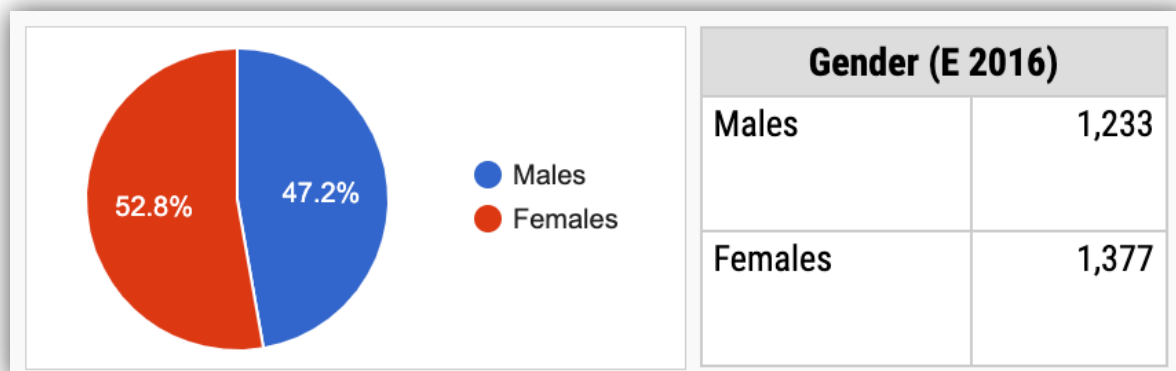


Data taken from our Survey:



Gender analysis:

Data from National Records of Scotland

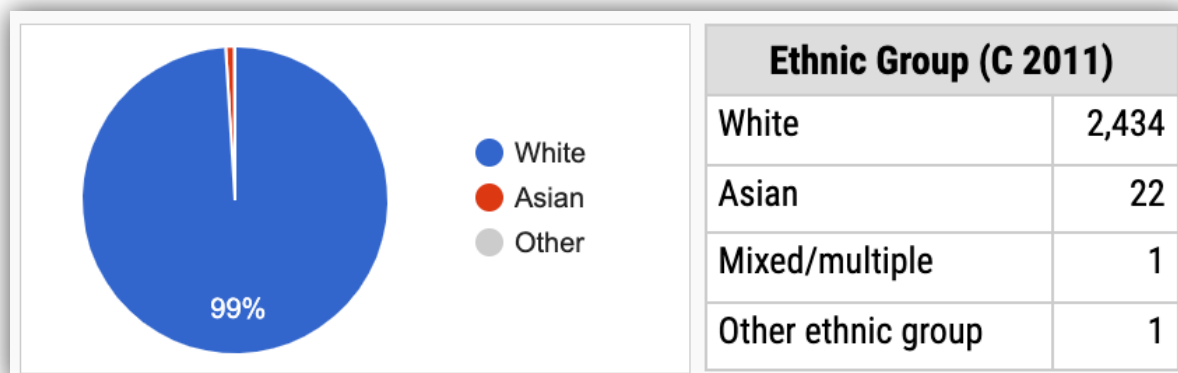


Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/



Ethnicity:

Data from National Records of Scotland

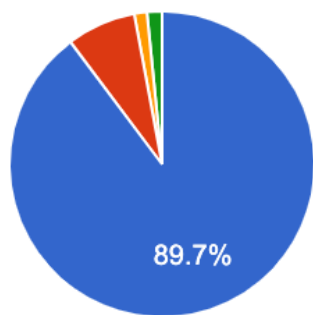


Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/

Nationality / Country of Birth:

Data from National Records of Scotland





- Scotland
- UK (other)
- EU
- Other country

Country of Birth (C 2011)

Scotland	2,206
UK (other)	180
EU	33
Other country	39

Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/

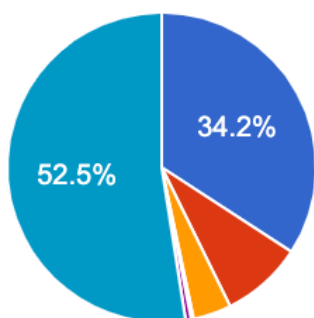
Disability:

Struggled to find data, unsure how many physical/mental/hidden disabilities are unregistered.

This project is Crossgates For All, so regardless of these statistics they will be welcome, and the facilities will be adapted for ease of access for viewing and participating.

Religion:

Data from National Records of Scotland



- Church of Scotland
- Roman C...
- Christian (...)
- Muslim
- Other reli...
- No religion

Religion (C 2011)

Church of Scotland	772
Roman Catholic	193
Christian (other)	90
Muslim	6
Other religion	13
No religion	1,186

Reference - https://www.citypopulation.de/en/uk/scotland/fife/S19000793_crossgates/



Groups we need to support:

- All ages in the community
- All genders in the community
- All community groups
- All local businesses
- All ethnicities
- All religions
- All nationalities
- All physical. mental and hidden disabilities

Massive focus on the vulnerability, from age to disabilities etc.

Interests/past times:

As per survey responses.

Horizon or future planning (10 years' time)

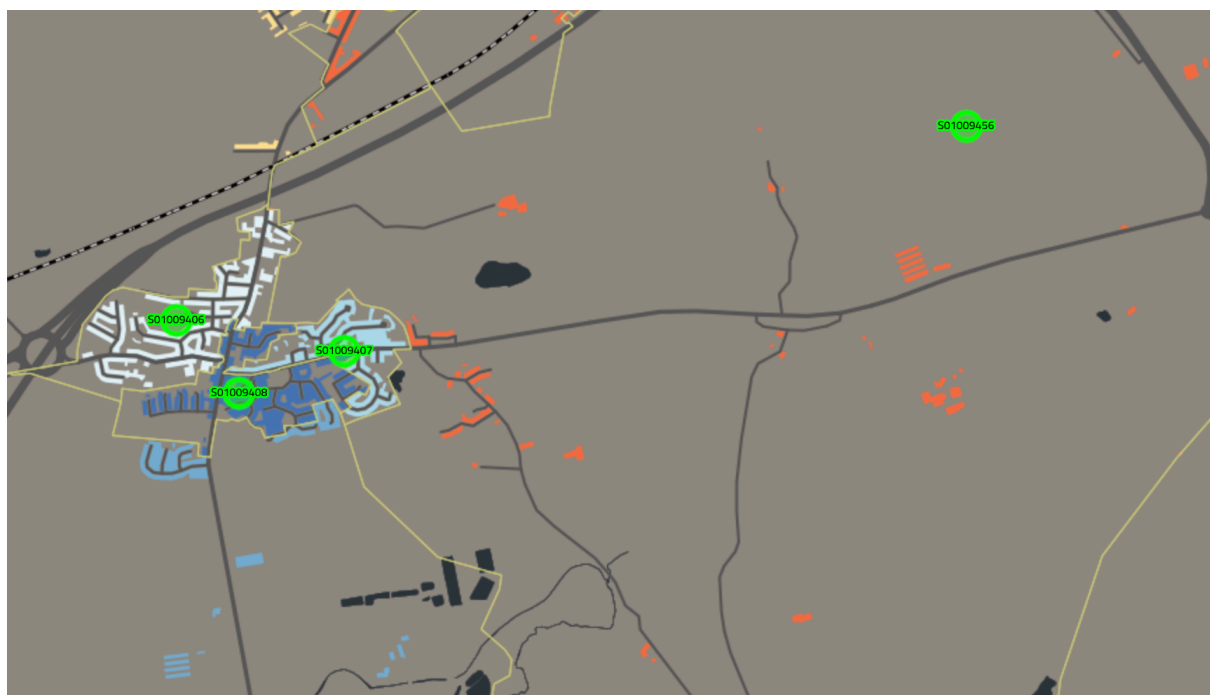
- From data return, an increasingly older/ageing population.
- From various open sources.... Increasingly mental health challenges precipitated by COVID.
- Another housing scheme to be built between church and A92
- Increasing challenges in getting people, particularly young, active due to increasing on-line activities.
- Increasing Scotland wide medical challenges at least partially due to inactivity such as obesity, some types of heart disease and diabetes.

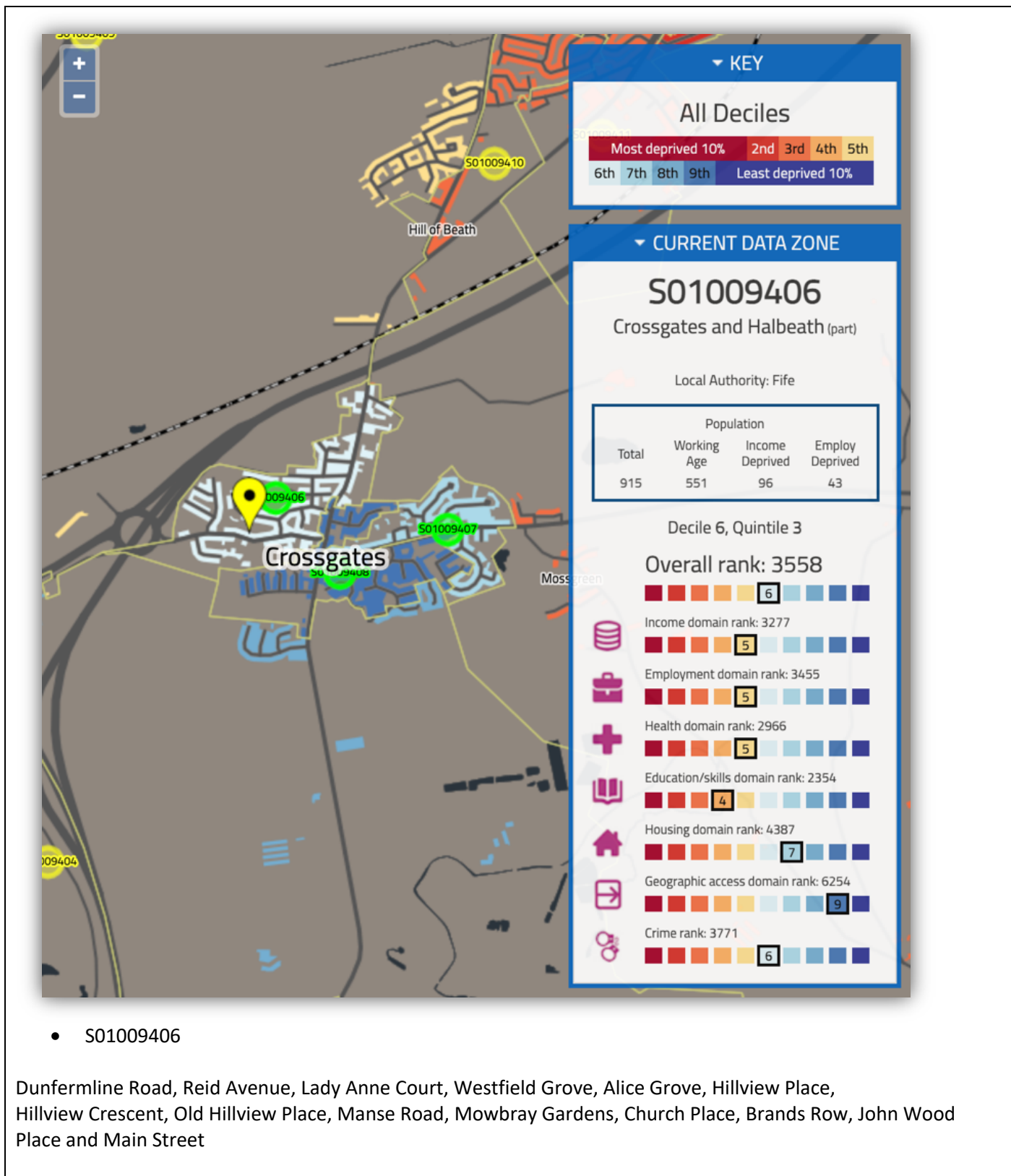


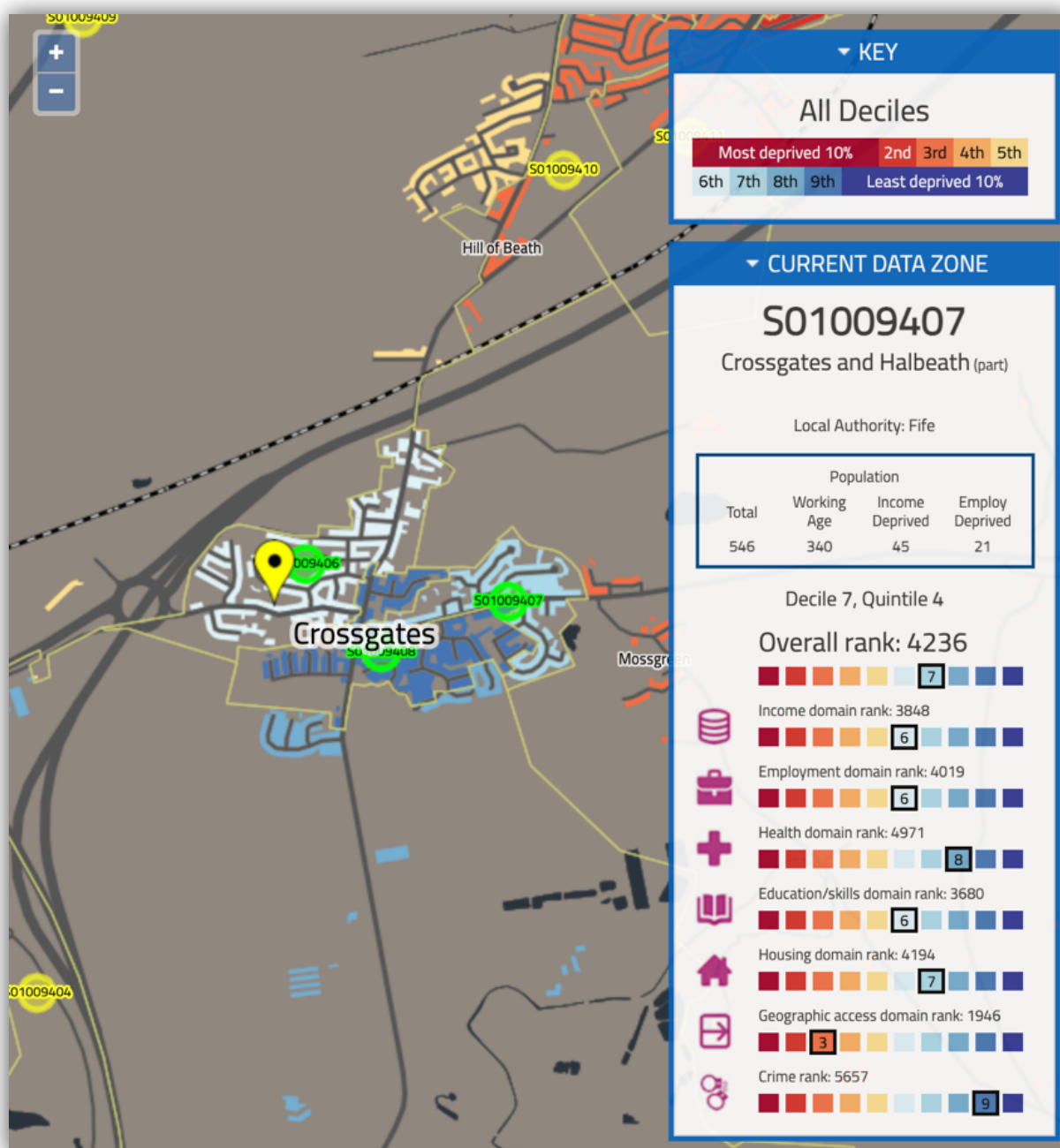
Deprivation:

Crossgates is broken down into three data points on SIMD (Scottish Index of Multiple Deprivation)

- S01009406 (Lady Anne Court, Dunfermline Road and “Old Crossgates”)
- S01009407 (Mossgreen and Curling Knowe)
- S01009408 (South Knowe, Windmill Knowe, Baxter Road etc.)
- S01009456 (Coaledge, Fordell and Donibristle etc.)

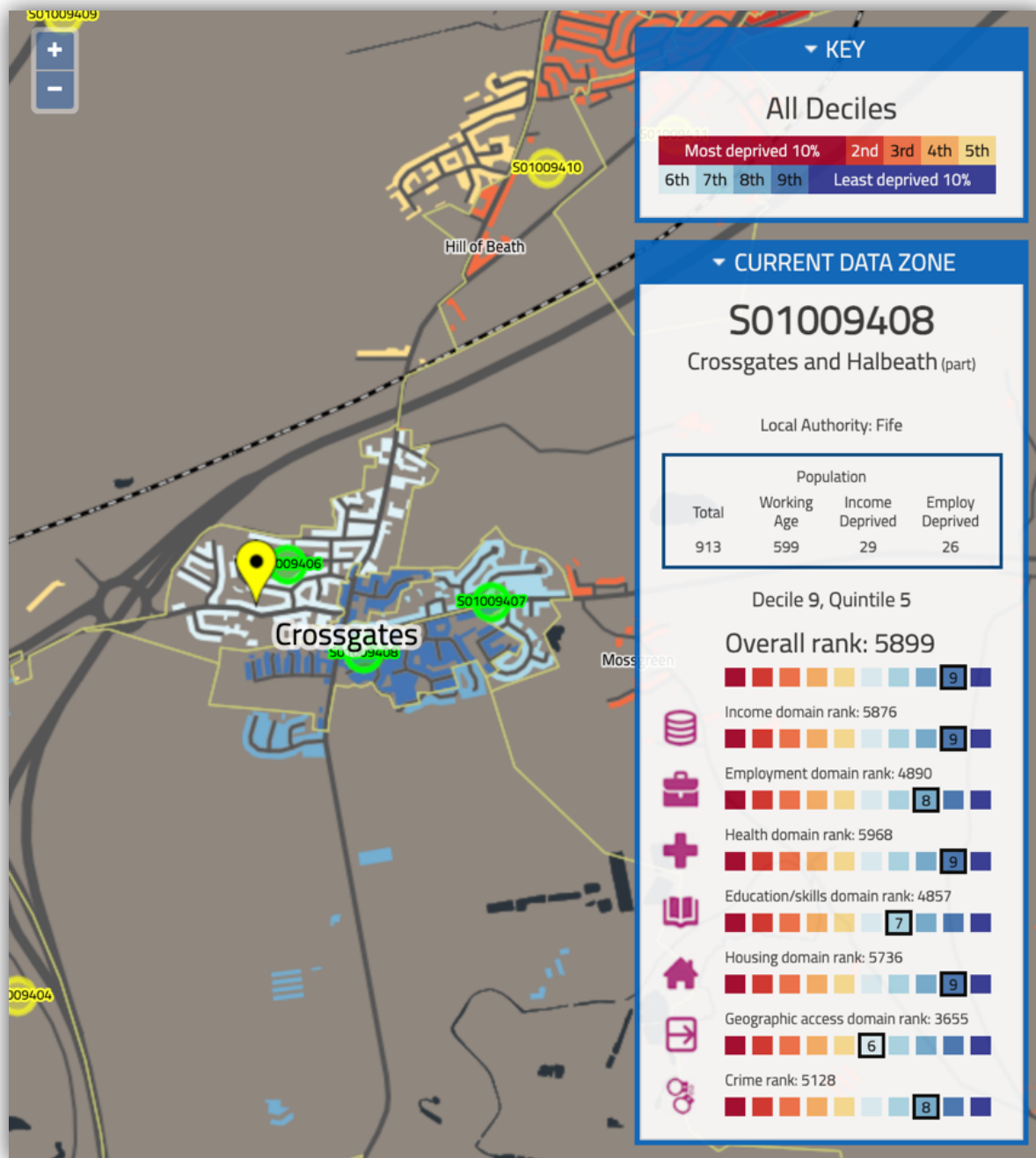






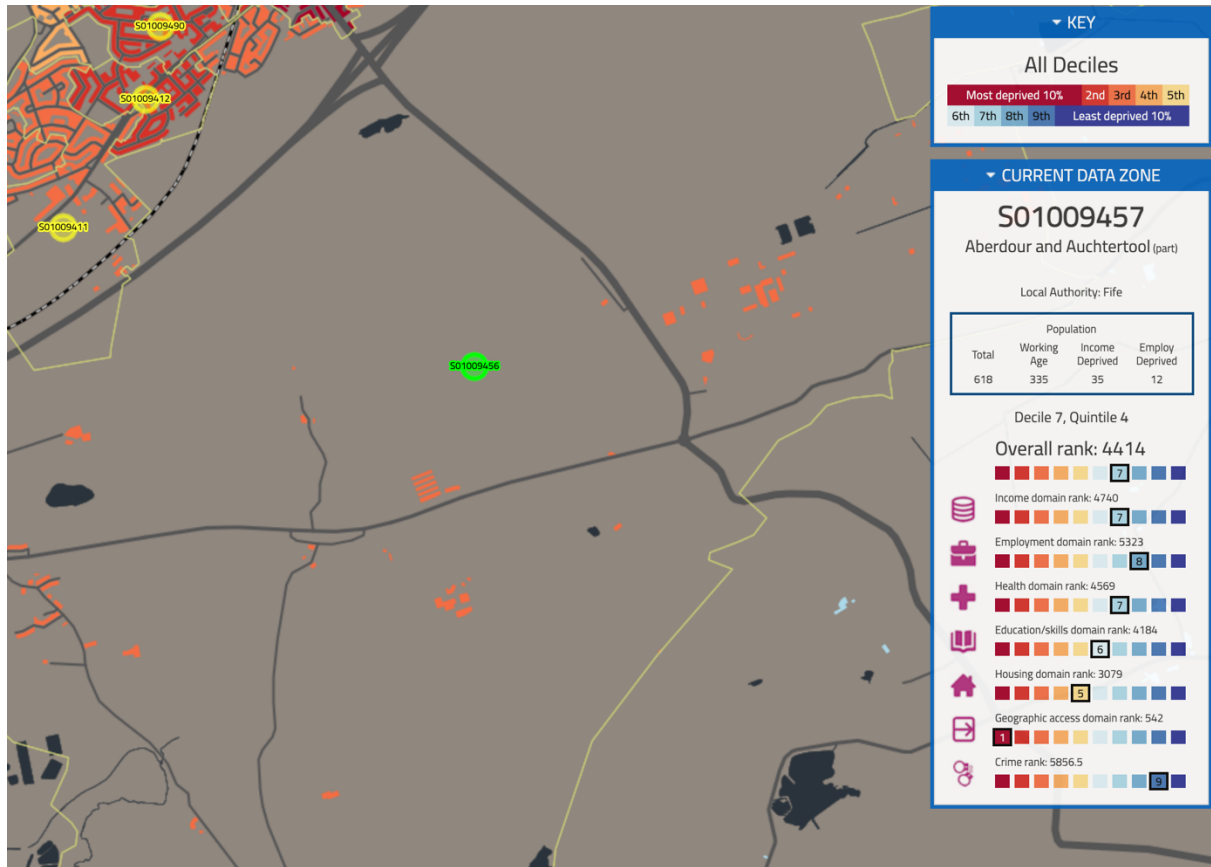
- S01009407

Springhill Brae, Curling Knowe, Gallows Knowe, Blackhill Brae, Venture Avenue, Ramsey Crescent, Well Crescent, Mossgreen and Droverhall Avenue



- S01009408

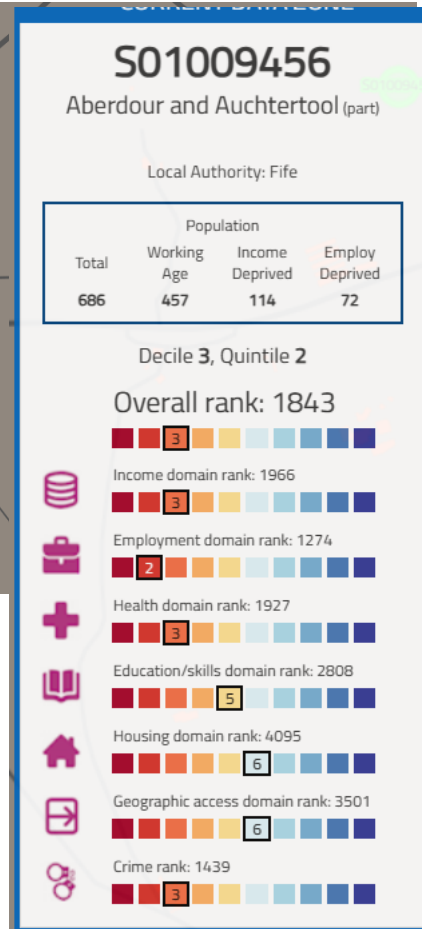
South Knowe, Willdmill Knowe, Muir Court, Scott Court, Baxter Road, Burns Street, McGregor Court, Livingstone Place, Bruce Road and Cobden Court



- S01009457

Coaledge, Donibristle and Fordell

Reference - <https://simd.scot/#/simd2020/BTTTTT/14/-3.3766/56.0808/>



- SO1009456
- Mossgreen



Facilities Inventory

- Church and church hall
- Community centre/bowling club
- British legion
- Crystal bar meeting room
- School and school hall
- School playing/Windmill Knowe park
- Coaledge Tavern (Closed currently)
- Taft
- Masonic lodge

Shops and Premises

- Divitos (Closed currently)
- Library
- Kutz 4 U
- Loon Wah
- Munch Box
- Wicked
- Crystal Corner
- Salon 16
- Bridgeway Autopoint
- Fairdeal Tyres
- Premier Stores
- Brian Sibbald Garage
- Farm Shop (Inverkeithing)
- Costcutter
- Jaz's Takeaway
- Hidden Beauty
- Crossgates Barbers
- Mane
- Well Pharmacy
- Crossgates Medical Practice
- Mains of Beath Farm
- Alexander House



4. The Challenge Ahead – “Clearly identified individual & collective challenges to overcome”

4.1 Clear Aims & Objectives of Project (To local and Wider Communities)

Project Aims

Revenue	<ul style="list-style-type: none"> • We aim to make this project sustainable and create revenue by maximizing the facilities to cover costs for maintenance and general use. • Revenue streams may come from use of the AstroTurf, use of the buildings and their facilities or potentiality membership fees (more revenue streams in working plan).
Cost	<ul style="list-style-type: none"> • We aim to make this community hub (Crossgates HQ), cost-effective and within budget • Planning for outgoing costs such as general maintenance of the facilities, lighting, heating, appliances, salaries and costs to the trust are all contained in our forecasts.
Hidden Curriculum	<ul style="list-style-type: none"> • The plans, benefits and outcomes are there for everyone to see and measure, however, where we see a massive further benefit, is in the community itself in terms of confidence, trust and positive solution finding.
Efficiency	<ul style="list-style-type: none"> • We aim to make this community hub run efficiently. • From our current position of planning, to construction and building, to the final product up and running. • Potentially using online booking services and general workers to run and officiate the hub.
Productivity	<ul style="list-style-type: none"> • Similar to the point above. We aim to use our website/systems/workers to make the hub productive as possible.
Decision Support	<ul style="list-style-type: none"> • We aim to use reporting and data to track how our decisions are made going forward. • Whether that be project planning, building or the community hub going forward after completion.
Decision Automation	<ul style="list-style-type: none"> • Aim to invest and/or create systems which creates autonomy in the business and its general maintenance/bookings.
Customer Experience	<ul style="list-style-type: none"> • We aim to make this community hub a friendly, safe and inclusive area where all parts of our community can come to improve fitness, mental health and general togetherness. • We understand that nothing is perfect, but will do everything we can to make sure customer experience is nothing but positive and centered around the communities needs.



Brand	<ul style="list-style-type: none"> • We aim to have our brand well known and recognized throughout Crossgates and respected as a fantastic facility and a great experience whenever visited. • We want our brand image and marketing to be consistent with our values and reputation.
Customer Relationships	<ul style="list-style-type: none"> • Already ingrained in the Crossgates village is a passion and togetherness for the area. • We aim to harness that passion and connect with all backgrounds, groups and parts of the village to create loyalty and relationships (both formally and informally).
Processes	<ul style="list-style-type: none"> • We aim to have all processes documented and reviewed continually throughout the whole journey. • Whether that be internal or external reviews and formally or informally we will do the best to map and track our steps clearly.
Capabilities	<ul style="list-style-type: none"> • We aim to ensure our trustee and members are all qualified and have the essential skills and experience to carry out the work to a high standard. • We also aim to have all aspects of the community visit the hub (Crossgates HQ), from all backgrounds and capabilities (disability and elderly recreation).
Knowledge	<ul style="list-style-type: none"> • We aim to ensure, we as trustees are trained and equipped to deal with the journey ahead. • We ensure that if we do not know the information that we either carry out training courses, reach out to known people with the knowledge, or bring someone into the trust who will take on that role.
Data	<ul style="list-style-type: none"> • We aim to ensure all data is protected under GDPR and getting personal information (if stored) that is secure and confidential. • We also aim to ensure that the data we may collect is used to bring a smoother and better experience for the users of the hub. Whether that be pitch bookings and/or general planning of events etc.
Integration	<ul style="list-style-type: none"> • We aim to have all parts of our community involved in this project. This may be to actually contribute towards the completion of each project, volunteer time and relative expertise where possible, play sports on the pitch, organise events within the area and lead from the front whilst supporting all initiatives where possible.
Compliance	<ul style="list-style-type: none"> • We aim to have all governance and policies followed and completed throughout the whole journey. • Ensuring all rules, regulations, standards and practices are part of our culture and ingrained in our values.
Sustainability/ Bio-Diversity	<ul style="list-style-type: none"> • We aim to follow our climate and environmental statements as best possible, making sure we are doing all we can to contribute to reducing our carbon



	<p>footprint. Of critical importance is the awareness of our surrounding community, with particular regard to Flora & Fona.</p>
Organisational Culture	<ul style="list-style-type: none">• We aim to have our trust Organisational Structure fit for purpose and followed throughout this journey, and will also commit to constant reviews and updates where and when necessary.• This should be something that flows throughout all aspects of the hub.
Skills	<ul style="list-style-type: none">• We have and continue to aim to add members to our trust who have the relevant skills and experience to improve the project quality and timing.• We will also aim to include bespoke Training Modules ensuring our staff and trust members add value to our local community groups.
Quality	<ul style="list-style-type: none">• We have and will always ensure our work and standards are at the highest level and quality.• We aim to ensure we are professional at all points in the journey to progress to project as smoothly as possible.• We also aim to ensure our hub is a high-quality facility which brings individuals from all locations and abilities to take part.
Performance	<ul style="list-style-type: none">• We aim to have our trust members performing at a high and consistent level to ensure project completion, committing to the work assigned and delegated• We want our hub to perform smoothly throughout construction and beyond completion to ensure the community gets the most from it.• We also need to ensure that all individuals who potentially work at the hub beyond building/construction are reviewed and assessed.• We also aim to have bookings and general planning of events organised in the hub tracked and organised for smooth performance.



4.2 Climate Change Statement

“The Primrose Community Trust and Greenfield Sports & Community Hub support the action and significant push to have a more sustainable and greener planet because we understand that the consequences of climate change will be severe.

We aim for our community hub to be as close to carbon neutrality as possible. For example, including electrical charging points at our facility to encourage and promote the use of electric vehicles and the reduction of petrol/diesel vehicle emissions.

We will aim to choose the more sustainable and greener option when deciding on all our facility at all levels. From our buildings, car park and general maintenance.

We encourage the use of new technologies and policies to aid the progression of climate change. As a trust, we are also in favour of reducing energy demands, from lighting to domestic appliances.

We promise to use our privilege/opportunity to influence, educate and guide the community on these topics. Whether that be classes or promotional information around our location.

We understand that some climate change areas are unavoidable within our facilities, such as emissions from external vehicles in our car park.

Overall, at all points of our journey from construction to a fully functioning community space, we will be focused on choosing the greener options throughout and be a facility to pride ourselves on as a trust and community.”

“We will build on ethical, renewable and sustainable values which will guide our actions. We will conduct our business in a socially responsible and principled manner to respect the environment, our neighbours and the wider community. We will positively focus on reusing and recycling with minimal waste. We will create a culture of environmental protection and aim to do better through learning and embracing nature.”

4.3 PCT Community Engagement & Marketing Strategy

This communication and engagement strategy outlines the target audiences, communication channels, opportunities, and approaches to engaging and informing stakeholders during the lifetime of the Primrose Community Trust project. This strategy will be a live document that is updated regularly as opportunities arise and will be supplemented with a separate communication action plan which is updated in excel format to capture evidence of engagement.

Key themes of communication and engagement will mirror those for which the project has been initiated. These are;

- To help make people’s lives’ better by providing facilities for all ages and interests.



- To focus on physical, mental (including emotional health and wellbeing), education, sport and recreation, community heritage and interests, planned activities, the promotion of equality and diversity, welfare, cultural, social, and local needs.
- **To deliver improvements to;**
 - Education in support of pre-school and school age children and further education in adults.
 - Health through availability of local sporting and activity facilities for all ages, interests, and abilities.
 - Community social interaction through enhanced opportunities to bring people together.
 - Community welfare provisions through meeting places for groups providing assistance such as a foodbank, free meals, and community support.
 - Mental health by reducing loneliness and isolation through the provision of locally available facilities.
 - Career opportunities through the introduction of an advice centre in employment.

Appendix III - PCT Community Engagement & Marketing Strategy



4.4 Risk Register

Risks, Issues and Learning Outcomes

In meeting the transparent and professional governance under which the Primrose Community Trust will be managed, all identified risks, issues and learning outcomes will be recorded for administration, auditing, monitoring and improvement purposes.

Details of the framework is provided below.

Risk Assessment

As the Primrose Community Trust develops its business plan for the Greenfield Sports & Community Hub development and the activities to take place, it will consider risks.

These will be integrated into a risk register and assessment policy detailing actions to mitigate high, medium, and low-level risks. This will be based on the operating environment that the Primrose Community Trust faces considering the factors outlined in the table below.

A standard 5 x 5 severity / likelihood risk assessment matrix will be used.

PCT Outline Risk Matrix		
Funding	Policy	Support
Governance	PCT Risks	Revenue
Recruitment	Costs	Succession Planning

Issues

Any matters which are identified as having escalated from risks to issues will be documented within a separate issues register. Any risk scoring 15 or greater on the 5 x 5 risk assessment scoring matrix will be automatically graded as an issue until mitigating action(s) have satisfactorily reduced that scoring.

A standard issue template will be used.

Lessons Learned

As a learning-based organisation the Primrose Community Trust will document all lessons learned during the development process with a view to ensuring that these are not repeated.



Environmental scanning and benchmarking will also take place to capture good practice elsewhere with the aim of preventing errors and always ensuring best practice where possible as this ensures the highest productivity and return for value invested.

The relevant skills held by, and courses attended by trustees are also recorded

Likewise, a standard template will be used.

4.5 Planning/Building Warrant Applications Including Drawings





PROPOSED FRONT ELEVATION
1:100



PROPOSED REAR ELEVATION
1:100

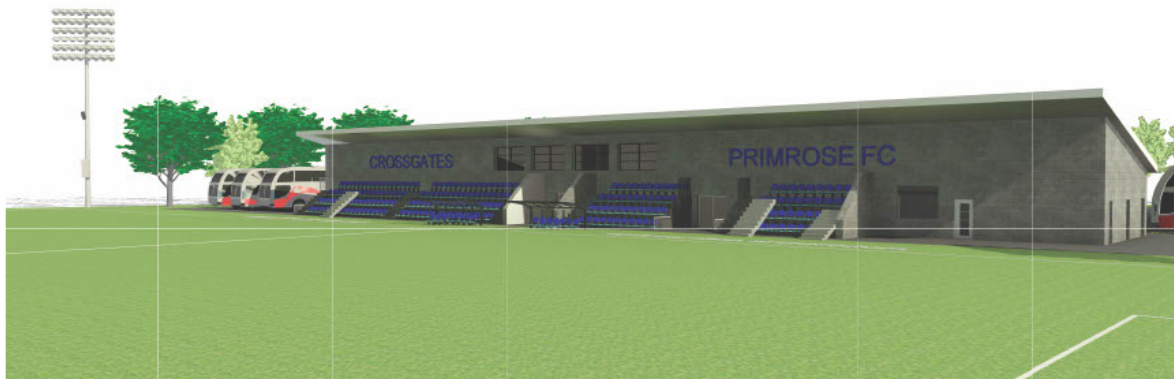
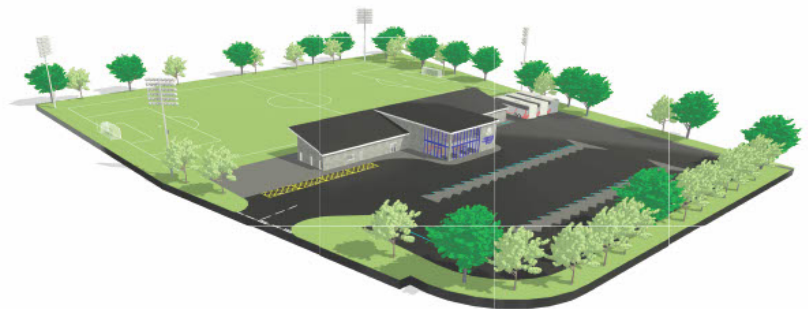


PROPOSED SIDE ELEVATION (RHS)
1:100

PROPOSED SIDE ELEVATION (LHS)
1:100

0m 2m 4m 6m 8m 10m
VISUAL SCALE 1:100

All drawings have been prepared to obtain statutory local authority consent. All data to be confirmed on site prior to commencing work. Tel: www.andrewallanarchitecture.co.uk or 01206 370000	
DATE:	PROJECT NO:
TECHNICAL:	SCALE:
ISSUE STAGE:	SHEET NO:
PROJECT:	SHEET SIZE:
ADDRESS:	DRAWING NUMBER:
Crossgates Tennis	2



DATE:	PROJECT NO:
TECHNICAL:	SCALE:
ISSUE STAGE:	SHEET NO:
PROJECT:	SHEET SIZE:
ADDRESS:	DRAWING NUMBER:
Crossgates Tennis	3

All drawings have been prepared to obtain statutory local authority consent. All data to be confirmed on site prior to commencing work.
Tel: www.andrewallanarchitecture.co.uk or 01206 370000



4.6 Membership Policy & Development

Appendix V



4.7 PCT Complaints Handling Procedure

Complaints & Compliments Procedure

1. OBJECTIVE

1.1 This procedure covers all feedback that **Primrose Community Trust** receive.

2. RESPONSIBILITIES

2.1 Where complaints are received **Primrose Community Trust** personnel are organisation to try and resolve as soon as they arise, wherever practical and appropriate. In the event that the complaint cannot be resolved at that point, it should be brought to the attention of the Chairman / Board of Trustees.

3. PROCEDURE

3.1 Complaints

- 3.1.1 If a member of the community is dissatisfied with any aspect of our work / service they should, in the first instance, raise their concerns with the personnel of the **Primrose Community Trust** with which they have an issue. The appropriate personnel will record the information about the complaint and report this to the Chairman / Board of Trustees (i.e., verbally, in writing, e-mail).
- 3.1.2 Each complaint will be logged on an electronic complaint register, allocate a complaint number and open a file for correspondence.
- 3.1.3 The **Primrose Community Trust** personnel will then assist in identification of: -
- Root Cause
 - Corrective Action
 - Date of Closure
- 3.1.4 The form and the electronic register will be constantly updated, so progress on the complaint can be viewed at any time.
- 3.1.5 The complainant will be informed on who is managing the complaint, how the issue is to be resolved and expected timescales.
- 3.1.6 Once the complaint has been satisfactorily resolved, the **Primrose Community Trust** personnel will update the records accordingly (i.e., electronic complaints register and correspondence file).
- 3.1.7 No **Primrose Community Trust** personnel should investigate a complaint against themselves, or if it implies wrong doing on their part.
- 3.1.8 Where a complaint alleges **Primrose Community Trust** personnel misconduct, this will be investigated by Board of Trustees.



3.2 Escalation Process

3.2.1 The information required to resolve most complaints will be available to personnel who have responsibility for providing that part of the service. **Primrose Community Trust** expect that the majority of complaints will be quickly and satisfactorily resolved at this stage. If, for whatever reason, the complaint cannot be resolved at this stage, there is an escalation procedure that must be followed. The customer will be informed of this procedure and be advised who to contact.

3.2.2 The escalation process is as follows:

Stage 1

3.2.3 Any complaint that cannot be resolved as detailed above must be passed to the Chairman / Board of Trustees noting who is dealing with the complaint in order that the complaint register can be updated.

3.2.4 All complaints must be acknowledged in writing **within 5 working days** of receipt, unless it can be fully resolved within that time. If an acknowledgement is issued, it will set out the expected timescale for responding to the complaint.

3.2.5 The **Primrose Community Trust** personnel dealing with the complaint must respond to the complaint within **7 working days** from the date of issuing the acknowledgement. When replying to the complainant on the outcome of the complaint, **Primrose Community Trust** personnel must make them aware that, if the outcome is not to their satisfaction, they may escalate the matter to the Chairman / Board of Trustees. All correspondence should quote the complaint number and advise the complainant of the need to quote this number.

3.2.6 Any contact with the complainant, whether in person or by telephone, must be recorded in writing and filed with the complaint correspondence. This also applies to any discussions held with other relevant third parties. A record of any telephone calls, notes of meetings etc. **MUST** be documented and held in the complaint file.

3.2.7 The complainant should be kept informed of the progress of their complaint, in writing, even if the resolution of the complaint cannot be implemented for some time.

3.2.8 If the complainant wishes to take the matter further, particulars of the Chairman / Board of Trustees should be provided, and the complainant given a time-scale of **7 working days** in which to lodge their complaint (see Stage 2 of the procedure).

3.2.9 Once Stage 1 is complete, the **Primrose Community Trust** personnel should review the complaint to ensure that any improvements to our procedures, training needs, etc. are identified.



Stage 2

- 3.2.10 If a complainant is unhappy about the decision, or the way in which the complaint has been dealt with, they can escalate the matter to the Chairman / Board of Trustees. The **Primrose Community Trust** personnel who dealt with the complaint in Stage 1 should notify the complainant in writing that it has now been escalated to Chairman / Board of Trustees level. The **Primrose Community Trust** personnel will notify the complainant that the Chairman / Board of Trustees will respond within **7 working days** and if they continue to be unhappy with the decision, they have the right to appeal to the Chairman / Board of Trustees, whose decision will be final.
- 3.2.11 All correspondence at each stage should include reference to the Customer Complaint Reference and the Electronic Complaint Register updated accordingly.
- 3.2.12 The Customer Feedback Register will be monitored and reviewed at regular Operations and Management Review meetings.

Compliments

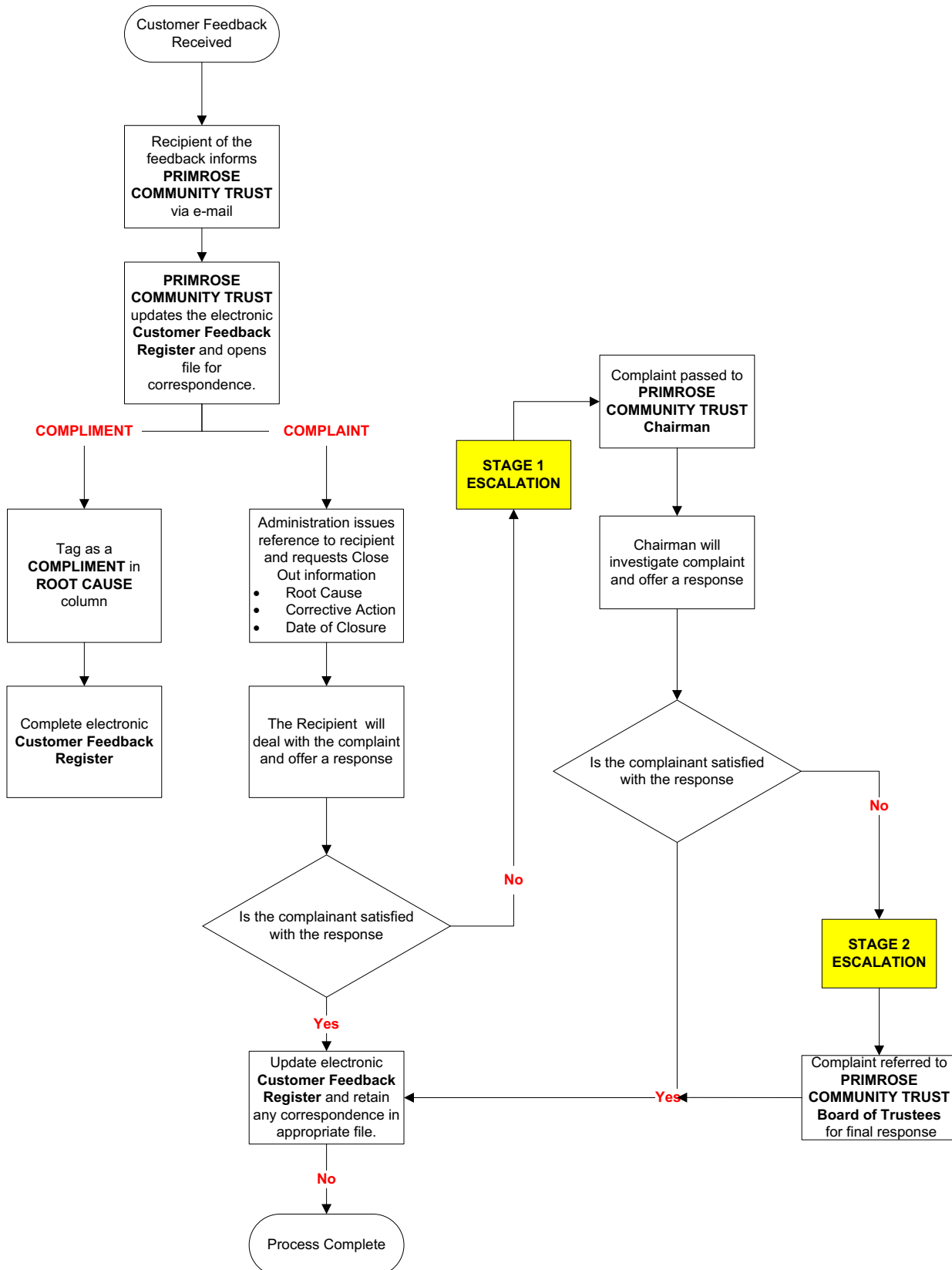
- 3.2.13 When compliments are received these will also be logged on the electronic Customer Feedback Register and will allocate a compliment number and open a file for correspondence. Administration will then provide the Recipient / Manager with the allocated compliment number.
- 3.2.14 To close out **Primrose Community Trust** personnel will select COMPLIMENT in the Root Cause column of the Customer Feedback Register.

3.3 Solicited Feedback

- 3.3.1 Periodically **Primrose Community Trust** personnel may issue a **Customer Satisfaction Questionnaire** to new customers. The questionnaires contain a number of key questions and statements to which customers will be asked to allocate a score, based on their perception of the service we have provided.
- 3.3.2 The points that we will ask customers to rate us on are:
- Quality
 - Responsiveness
 - Costs
 - Correspondence / Communications
 - Environmental Awareness
 - Overall Performance
- 3.3.3 The completed **Customer Satisfaction Questionnaires** will be collated in the Customer Feedback Register, which will be monitored and reviewed at regular Operations and Management Review meetings.



4. SUMMARY / PROCESS FLOW





5. Finance

Funding Plan and Strategy

Please refer to Excel Spreadsheet

Construction Budget Costs and Procurement Meetings

TBC

Construction Programme

TBC



6. Benefits, Deliverables & Outcomes - – *“Direct & In-direct benefits to individuals & the community”*

6.1 Project Benefits

Revenue	<ul style="list-style-type: none"> • The benefit of the revenue streams is that it allows everything within the areas of the hub to be kept to a high standard and kept running efficiently beyond building completion. • Revenue allows for potential jobs to be created in the community • Revenue helps keep the community involved with potential paybacks and benefits which previously never existed. • Revenue helps buy new equipment and train staff accordingly. • Revenue helps the Trust target events and income.
Efficiency	<ul style="list-style-type: none"> • The benefit of efficiency is that it allows the project to run smoothly, potentially lower costs and quicker building times allows for a hub, (Crossgates HQ), to be implemented sooner. • Beyond completion, efficiency and transparency, including management information will be gathered and acted upon.
Productivity	<ul style="list-style-type: none"> • The benefits of productivity are manifested and linked to detailed professional planning. For example, investing in our Survey Monkey subscription allowed us to create a survey very simply while being professional and allowing us to export data easily. In this way, productivity and efficiency are linked very closely.
Risk	<ul style="list-style-type: none"> • The benefit of us assessing the risk factors in our project allows us to reduce the potential harm going forward and be prepared for all scenarios ahead of time.
Reputation and Compliance	<ul style="list-style-type: none"> • The benefit of following compliance and policies means that it also improves our reputation. Meaning we are a professional and respected trust to first of all complete the project but to also supply our community with a high-quality experience and togetherness.
Sustainability	<ul style="list-style-type: none"> • The benefit of our climate and environmental values/statements is that it allows us to contribute towards the improvement of a healthier planet. Also allowing us to educate and help the community play their part. Which in turn is a positive reflection of the village.
Resilience	<ul style="list-style-type: none"> • By being more resilient, allows us to tackle any issue which comes our way. Sticking to our values and intentions. • All this while being transparent and involving all areas of the community to show we’re open to ideas and change.



Assets	<ul style="list-style-type: none"> • The benefits of assets are this it allows us to be in charge of our hub, knowing we have the full capability to make positive changes to all backgrounds. • Again. Having assets shows our professionalism and handling of the project. • Assets also give us protection, for example having digital assets and system allows us to be secure and protect our information.
Decision Support	<ul style="list-style-type: none"> • The benefit of us having decision support is that it allows the project to run efficiently. • Tracking our progress to check we're making the right decisions. • Beyond building completion, ensuring digital systems such as online booking and traceability programmes are looked at to support decision making.
Data Quality	<ul style="list-style-type: none"> • The benefit to having strong data quality is that it allows us to be more accurate and continually improve our facilities and experiences for all users. • Having this quality also reduce errors and potential risk going forward.
Customer Experience	<ul style="list-style-type: none"> • The benefit of improving customer experience is that it allows repeat custom to the facilities, thus potentially having teams/groups from outside the local area looking to be involved. • By really focusing on the customer experiences, allows for better revenues streams and the longevity of the hub in the community. • The benefit of us reviewing customer experience beyond construction completion is that it allows for creative and brilliant ideas to continually improve. • Our community users have to enjoy the overall experience and in-turn will come back to visit regularly.
Service Quality	<ul style="list-style-type: none"> • The benefit of the service quality is that it gives a positive reputation, giving repeat visits from individuals, groups and teams.
Product Quality	<ul style="list-style-type: none"> • Our product is the community hub as a whole, benefits all areas of the local area. Whether that be fitness, mental health or general togetherness.
Brand Identity	<ul style="list-style-type: none"> • The benefit of us having a brand identity is that it allows us to really show the community the intentions and get behind the project. • After building completion, this gives us repeat customers and loyalty as they believe and back our values. • The brand also gives us protection, security and security as a trust.
Pricing Power	<ul style="list-style-type: none"> • The benefits of pricing correctly are essential as it has to be right to have returning customers and potential paybacks to the community. • Ensuring the pricing is stable and enough to maintain and improve the facilities where necessary.



Customer Lifetime Value	<ul style="list-style-type: none">• As we have many passionate and loyal individuals in the community. We need to ensure that we respect their opinions, value their money and give them loyalty and respect their show for the project/hub.
Brand Awareness	<ul style="list-style-type: none">• The benefits of having the trust/brand awareness are that it allows for great publicity and positive news.• Marketing our aims, vision, ideas and objections to be transparent with the community and funders gives us a reputable and respected trust.
Organisational Culture	<ul style="list-style-type: none">• The benefit of having an organisational structure within the trust is that it allows each process / project to be managed and in-turn to be measured.• The added benefit of good organisational structures is the efficient ability to get things done and the opportunity for individuals to develop their expertise and leadership potential.
Knowledge	<ul style="list-style-type: none">• The benefit of knowing is that it allows our project/hub to be at the highest standard possible, using the quickest methods in the most cost-effective ways.• Do so, also means that we are an ever-growing trust and open to learning and apply that knowledge to better the community.
Quality of Life	<ul style="list-style-type: none">• The benefit and whole reason we are looking to bring this community hub to Crossgates is to improve the quality of life in the village/• From health and wellbeing, community togetherness, positive village publicity, educational classes to making locals feel included and part of a group.• We use the tagline 'Crossgates For All' for a reason, to apply and integrate that in everything we do

6.2 Deliverables

Primrose Community Trust will:

- 1) Always answer with integrity.
- 2) Commit with engaging the community at every opportunity.
- 3) Commit to carrying out tasks in the most professional manner.
- 4) Treat the community with respect.
- 5) Plan each initiative in advance with clear success outcomes.
- 6) Maintain a high standard of Health and Safety.
- 7) Measure performance of the community hub, review and make better.



- 8) Commit to listen to new ideas brought forward by the community.
- 9) Will commit to achieving our mission and aims.

6.3 Outcomes

DIRECT

- Facilities
- Sport & Recreation
- Meeting Rooms
- Kitchen Facilities
- Individual Club Development and more

IN-DIRECT

- Improvements to Education
- Improvements to Health
- Opportunities in Coaching Tuition
- Improvements to community social interaction
- Improvements to Welfare provisions
- Improvements to Mental health
- Helping Local Economy
- Improvements to Career Opportunities

- Togetherness
- Social Isolation/ Loneliness
- Homelessness/ Poor Housing
- Drug/ Alcohol Misuse
- Childhood Abuse/ Neglect
- Partnership Working
- Shared Visions
- Link to Public Health
- Activity & Mental Health
- Living with COVID
- Poverty
- Poor Housing
- Family Conflict
- Unemployment
- Childhood Adversity
- Chronic Health Problems
- Mental health Interventions
- Disadvantaged Groups
- Self-worth
- Good Mental Health for All



Hidden Curriculum

The hidden curriculum benefits to Crossgates, its residents and the surrounding community include;

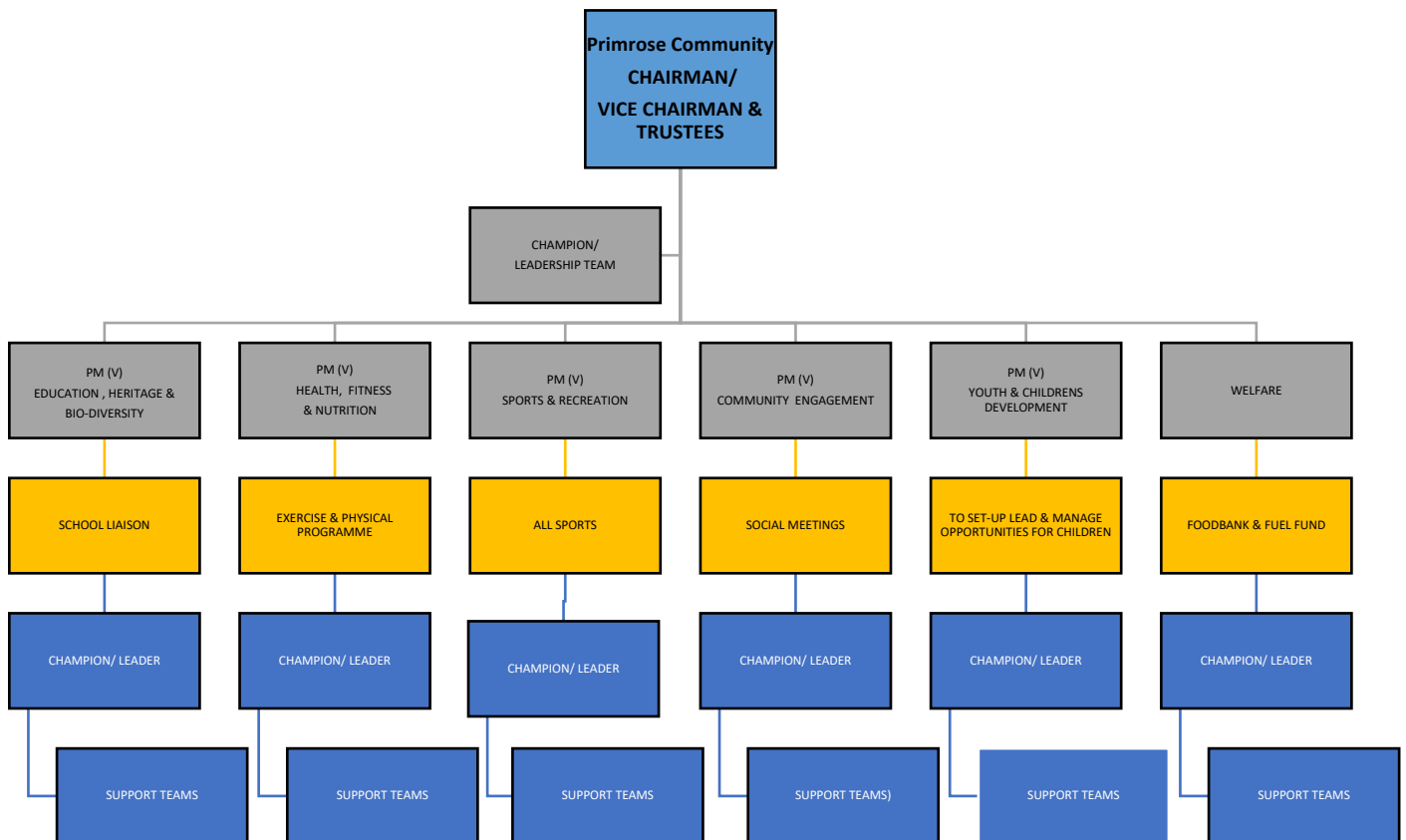
- Improvements to education in support of pre-school and school age children and further education in adults.
- Improvements to health through availability of local sporting and activity facilities for all ages, interests, and abilities.
- Opportunities in coaching tuition.
- Improvements to community social interaction through enhanced opportunities to bring people together.
- Improvements to community welfare provisions through meeting places for groups providing assistance such as a foodbank, free meals, and community support.
- Improvements to mental health by reducing loneliness and isolation through the provision of locally available facilities.
- Helping the local economy through additional visitors to Crossgates.
- Improvements to career opportunities through the introduction of an advice centre in employment.

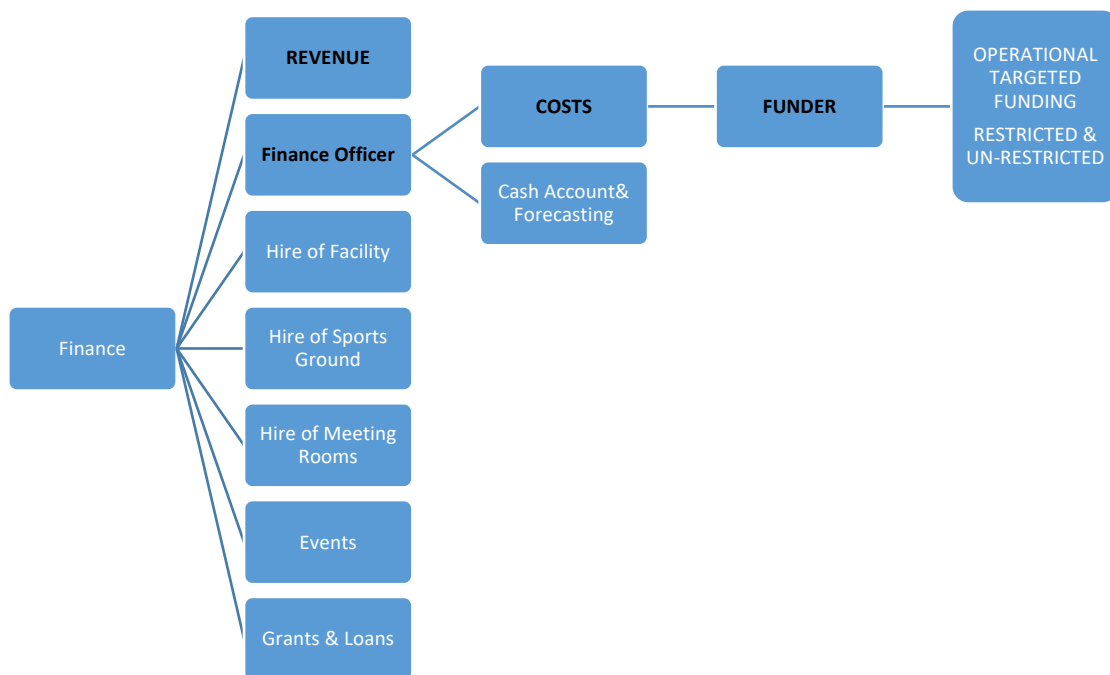
As has been evidenced elsewhere, these benefits would also tackle social evils including the decline of community and values, poor health and education, alcohol and drug abuse and the treating of young people as victims or perpetrators.



7. Operational Delivery – “How we are going to achieve success”

Operating & Organisational Structure





Our organisational structure above is for a period running over the next 2 years.

Our organisational development is linked to our final decisions on the phasing of our development.

Recruitment and Selection Model

Job Description Targets and timescales
Overall goal and aim
Roles and responsibilities
Reporting and reviewing

Person Spec Skills
Experience
Attitude
Achievement record

Selection Competency
Identification
Scoring tool



Personnel Specification

Strategy

Primrose Community Trust will appoint Champions in each of the Key Areas as per our Job Descriptions from within our group presently and where required from our membership and extended community.

These jobs will all be Voluntary and Temporary for the first year. The detailed Personnel Specification required for each job will unfold throughout the first year and will serve as the basis for an objective Scoring Tool when confirming posts after year one.

Interim Preferred Qualities

At this stage we have invited leaders in these areas to take responsibility as per Champions Briefs, however, we all agree on the importance of commitment, experience, leadership and attitude from all our interim appointments.

Job Descriptions

Chairman of Trustees (Temporary for One Year)

To lead and co-ordinate strategy of Trustees ensuring progress and performance is achieved.

Key Responsibilities:

- Communicate, lead, motivate and recruitment group members.
 - Ensure each trustee is focussed on overall picture and plan and also has individual responsibility.
 - To canvas outside plans, ideas and strategies from other like-minded groups across Scotland.
-



Recruitment, Training, Development and Retention

RECRUITMENT	SELECTION	RETENTION	TRAINING & DEVELOPMENT	TARGETS & ACHIEVEMENT
<p>The Recruitment & Selection of General Manager, Champions and Finance Manager, will be based on:</p> <p>Managers</p> <p><i>a) The identification of clear job roles.</i></p> <p><i>b) The identification of critical skills & experience.</i></p> <p><i>c) Selected initially from membership, trustee groups & community.</i></p> <p><i>d) Further skills development where required will be organised and evaluated on an on-going basis.</i></p>	<p>Individuals looking to take on these critical jobs will go through an objective selection process ensuring each individual not only has the core skills & attitude to do the particular job (on a Voluntary basis initially) but they also would undertake to develop in the role.</p> <p>These critical jobs will be filled on a voluntary basis for the first year, building up extensive experience in the group and thereafter, once operation is up and running, will be filled on a Part-time or Full-time basis where and when required and within budget.</p>	<p>It is important to host and develop intellectual property and enhanced productivity in this business therefore we need to Train, Develop, Motivate & Communicate with each individual and each group on an on-going basis. In doing so each individual will benefit from constant focus and targeted achievement which will be measured regularly.</p>	<p>It is critical to identify skill and experience shortages within the abilities of all our staff (voluntary and paid). PCT undertake to carry out ongoing Training Needs Analysis on a one-to-one or group basis to all our staff.</p> <p>Thereafter develop be-spoke on-going training for everyone.</p>	<p>PCT will benefit from focused achievement to target. It is important for the Management Team to take instruction and liaise with the trustees to decide the best use of resource, the best way forward and furthermore these plans to be Targeted & Evaluated. All activities will be measured against pre-set targets & timescales.</p>

The above jobs are at Volunteer Level in the first stages and will be organised from the Trust Membership.

Management Approach

- 1) Identification of people and strategy moving forward.
- 2) Clear identified responsibilities with targets and timescales.
- 3) Clear communication and direction to everyone.
- 4) Culture of support and development driven from the trustees.



8. Action Plan

Having analysed and evaluated comprehensively the background of Crossgates, the culture of Crossgates and the Strengths and Weaknesses of Crossgates as a community, our vision is to do the following:

Business Plan

- a) Identify an area upon which the Trust can build bespoke facilities which are urgently required by the community of Crossgates.

This facility will not only provide Sport, Leisure, Heritage & Education and serve as a Crossgates Head Quarters, but will also represent a social meeting place and a much-needed Community Hub for everyone.

This exercise needs to be designed, planned and properly costed.

Benefits & Outcomes

- b) Arising out of our Business Plan we need to identify clear Benefits & Outcomes, which will be targeted for achievement.

Champions Briefs

- c) Each Champion Leader and the groups themselves must have clear focussed and targeted areas of development and implementation for their group. Linked as previously mentioned to the targeted Outcomes & Benefits.

Funding

- d) We have a two-fold approach to much needed funding:

1. Strategic Funding (more likely to be restricted – in this area we have identified Key Funding Organisations which we have made contact with - Gannochy Trust; Bailley Gifford; Mossmorran Windfarm; LNER Customer & Community Investment; Community Learning, Development & Device Fund; Scottish Enterprise – the Eco System Fund; The Foyle Foundation; The Corra Foundation; The Robertson Trust and Community Ownership Fund (DHLUC). Most are project based i.e., any monies granted is specifically related to a targeted project and not a lot of room for movement.

2. Un-restricted Funding – in this area we are likely to gain funds in different areas to help with the day-to-day operations within the Trust – Youth Club, Fitness, Community Engagement, Welfare, Heritage & Education.

The Trust is acutely aware that once we have the Sports Arena/ Events Arena built and in place, we can manage the Revenue/ Income & Expenditure at a profit upon which we can build and donate to deserving groups as we are a not-for-profit charity. This targeted profit will be used in the development of our Pillars and our community including local groups.



Partnership

It is our belief that building close partnerships and agreements with like-minded bodies is the successful way forward for us. To do this properly we need to understand who our partners are and what they want in return e.g., local Council, recognised funders and our target audience (the community). Furthermore, for these strategic alliances to work we have to listen carefully to what they are saying or asking for and in turn embrace their values, visions and commitments.



Appendix I
Constitution



***A Scottish Charitable Incorporated Organisation
In terms of the
Charities and Trustee Investment (Scotland) Act 2005***

CONSTITUTION

Of

Primrose Community Trust

Registered: June 2021

Scottish Charity Number: SCO51088

A Scottish Charitable Incorporated Organisation

Constitution

Of

Primrose Community Trust

'Building Crossgates Future Together'



1 NAME AND PRINCIPAL OFFICE:

1.1 The name of the Scottish Charitable Incorporated Organisation is “Primrose Community Trust” (“the SCIO”).

1.2 The Principal Office of the SCIO is situated in Scotland.

2 DEFINITIONS:

2.1 The definitions and meanings specified in this Clause shall apply throughout this Constitution and any Schedule hereto, as follows:

WORDS

MEANINGS

AMM

The Annual Members’ Meeting.

Applicants

Those first members of the SCIO who are the individuals who make the Application to OSCR under section 54(1) of the Charities Act.

Board

The Board of Trustees.

Charitable Purposes

As described in Clause 3 on the basis that these fall within section 7 of the Charities Act and are also regarded as charitable in relation to the application of the Taxes Acts.

Charities Act

The Charities and Trustee Investment (Scotland) Act 2005 and every statutory modification and re-enactment thereof for the time being in force.

Charity

A body on the Scottish Charity Register which is also regarded as a charity in relation to the application of the Taxes Acts.

Clause(s)

Clause(s) of this Constitution

Constitution

This Constitution, and any ancillary regulations thereunder, in force from time to time.

EMM

An Extraordinary Members’ Meeting, and any Members’ Meeting which is not an AMM.

Members

All members of the SCIO.

Organisation



Anybody corporate, unincorporated association, society, federation, authority, agency, union, co-operative, trust, partnership or other organisation (not being an individual person).

OSCR

The Office of the Scottish Charity Regulator.

Property

Any property, assets or rights, heritable or moveable, wherever situated in the world.

SCIO

Primrose Community Trust

Trustee(s)

The Charity Trustees for the time being of the SCIO.

3.0 CHARITABLE PURPOSES and POWERS

3.1 The Charitable Purposes of the SCIO ("the Charitable Purposes") are to

Provide, maintain and improve the Greenfield Sports & Community Hub at Crossgates, Fife, as a recreational facility for the benefit of the local community and visitors thereto, where relevant in association with other organisations in the area, in order to:

3.10 Encourage public participation in a wide range of sports including football

3.1.1 Advance education through a learning and development facility; and

3.1.2 Advance community support and development in the area.

More specifically the SCIO will:

The advancement of public participation in a wide range of sports and recreation by providing the opportunity for all ages in the Crossgates and surrounding areas to train and participate in sport including football.

Provide recreational and community facilities for Crossgates & surrounding area promoting community togetherness, engagement and heritage.

Improve the health and wellbeing, resilience and promote equality and diversity in Crossgates & surrounding area.

3.2 In terms of section 50(5) of the Charities Act, the SCIO shall have power to do anything which is calculated to further the Charitable Purposes or is conducive or incidental to doing so. Without prejudice to the foregoing generality, the SCIO shall also have the powers, only in furtherance of its Charitable Purposes, as expressed in the Schedule annexed to the Constitution.

4 GENERAL STRUCTURE OF THE SCIO:

The structure of the SCIO comprises:

4.1 Members - who are the Trustees from time to time, who have the right to attend the AMM (and any Members' Meeting) and have important powers under this Constitution and the Charities Act, particularly in taking decisions in relation to any changes to this Constitution; and

4.2 Trustees - who hold regular meetings between each AMM, set the strategy and policy of the SCIO, generally control and supervise the activities of the SCIO and, in particular, are responsible for monitoring its financial position and, where there are no employees or managers appointed, are responsible also for the day-to-day management of the SCIO.



5 MEMBERSHIP:

5.1 Members

5.1.1 The first members of the SCIO shall be the Applicants.

5.1.2 The members of the SCIO shall be the Trustees for the time being, on the basis that a new Trustee shall automatically become a member on becoming a Trustee and shall automatically cease to be a member on ceasing to be a Trustee for whatever reason.

5.2 Employees

Employees of the SCIO shall not be eligible for membership. A person who becomes an employee of the SCIO after admission to membership shall automatically cease to be a member (and a Trustee).

5.3 The liability of members of the SCIO is limited and, upon the winding-up of the SCIO, the terms of Clause 19.4 apply.

6 MEMBERS' MEETINGS:

6.1 Convening an AMM

6.1.1 The Board shall convene an AMM at least once in every fifteen month period.

6.12 AMM Agenda

The business of each AMM may include:

6.2.1 The report by the Chairman on the activities of the SCIO;

6.2.2 The election of Trustees (where relevant);

6.2.3 The fixing of annual subscriptions;

6.2.4 The report of the independent financial examiner;

6.2.5 Receiving the annual accounts of the SCIO; and

6.2.6 The appointment of the independent financial examiner.

6.3 Convening an EMM

6.3.1 Any three or more Trustees may convene an EMM whenever they think fit.

6.4 Notice of Members' Meetings

6.4.1 At least 10 clear days' notice shall be given of every AMM and EMM.

6.5 Chairman of Members' Meetings

The Chairman of the SCIO, whom failing the Vice-Chairman of the SCIO (if any), shall act as chairman of each Members' Meeting. If neither the Chairman nor the Vice-Chairman is present and willing to act as chairman of the meeting within 15 minutes after the time at which the Members' Meeting in question was due to commence, the Trustees present shall elect from among themselves the Trustee who will act as chairman of that meeting.

6.6 Quorum at Members' Meetings

6.6.1 The quorum for a Members' Meeting shall be 30% of the members, present in person or by proxy in terms of Clause 6.8. No business shall be dealt with at any Members' Meeting, other than the appointment of the chairman of the meeting in terms of Clause 6.5, unless a quorum is present.



6.6.2 If a quorum is not present within 15 minutes after the time at which the Members' Meeting was due to commence - or if, during a Members' Meeting, a quorum ceases to be present - the Members' Meeting shall stand adjourned to such time and place as may be fixed by the chairman of the meeting.

6.7 Voting at Members' Meetings – General Provisions

6.7.1 The chairman of the meeting (see Clause 6.5) shall endeavor to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote.

6.7.2 Each member of the SCIO is able to attend and speak at any Members' Meeting and shall have one vote, to be exercised in person or by proxy in terms of Clause 6.8.

6.7.3 In the event of an equal number of votes for and against any resolution, the chairman of the meeting shall have a casting vote as well as any deliberative vote.

6.7.4 The chairman of the meeting may permit any other person or persons to attend a Members' Meeting who otherwise has no right to do so, as an observer or observers. In that event, it shall be at the discretion of the chairman of the meeting whether any such observer may be invited to speak thereat.

6.8 Voting at General Meetings – Proxy Voting

Whilst personal attendance at a Members' Meeting is encouraged, a Member shall be entitled to complete one form of proxy in order to appoint a proxy to attend a Members' Meeting on his or her behalf.

6.9 Voting at Members' Meetings – Special Resolutions

6.9.1 At any Members' Meeting a resolution put to the vote of the meeting shall be voted upon by a simple majority of the members who are present and voting in person or by proxy thereon, except for decisions relating to any of the following Special Resolutions, which shall require to be decided upon by not less than two-thirds of the Trustees as members present and voting in person or by proxy thereon (no account therefore being taken of members who abstain from voting), namely:

- (a) To alter the name of the SCIO; or
- (b) To amend the Charitable Purposes; or
- (c) To amend this Constitution; or
- (d) To wind up the SCIO in terms of Clause 19; or
- (e) To amend the maximum number of Trustees in terms of Clause 7.3; or
- (f) To purchase or sell any heritable property owned by the SCIO or any of its subsidiaries and to purchase any heritable property wherever situated; or
- (g) To form, acquire or dispose of any subsidiary; or
- (h) To acquire or dispose, whether by the SCIO or by any of its subsidiaries, of any shares of any other company or the participation or cessation of participation by the SCIO or by any of its subsidiaries in any formal trust or joint venture; or
- (i) To create or issue or allow to come into being any mortgage, security, charge or other encumbrance upon any part or parts of the property or assets of the SCIO or to obtain any advance or credit in any form other than normal trade credit, or to create or issue by any subsidiary of any debenture or loan stock; or
- (j) To grant any guarantee or indemnity to any party, other than any wholly-owned subsidiary of the SCIO; or
- (k) All other Special Resolutions.



6.9.2 An ordinary resolution to be proposed at a Members' Meeting may be amended if:

- (a) Written notice of the proposed amendment is received by the SCIO from a member entitled to vote thereat not less than 48 hours before the time appointed for the holding of the meeting or adjourned meeting; and
- (b) The proposed amendment does not, in the reasonable opinion of the chairman of the meeting, materially alter the scope of the resolution.

6.9.3 A Special Resolution to be proposed at a Members' Meeting may be amended if:

- (a) The chairman of the meeting proposes the amendment at the Members' Meeting at which the Special Resolution is to be proposed; and

6.10 Voting – Written Resolutions

6.10.1 Ordinary and Special Resolutions may be passed in writing, rather than at a Members' Meeting, provided that the terms of this Clause are followed.

6.10.2 An ordinary resolution in writing signed by or on behalf of a simple majority of all the members shall be as valid and effective as if the same had been passed at a Members' Meeting of the SCIO duly convened and held.

6.10.5 Any written resolution must be issued in hard copy (by hand or by post) or in electronic form (by fax or e-mail), or by means of a website at the same time, to all members on the Circulation Date (that is, the date on which copies of the written resolution are sent to the members).

7 THE BOARD OF TRUSTEES:

7.1 The strategy and affairs of the SCIO shall be directed and managed by a Board of Trustees elected in terms of Clause 8. The Board may exercise all such powers of the SCIO, and do on behalf of the SCIO all acts as may be exercised and done by the SCIO, other than those required to be exercised or done by the members in Members' Meeting, and subject always to this Constitution.

7.2 Delegation

7.2.1 The Board may delegate any of its powers to any sub-committee or persons or person, by such means, to such an extent and on such terms and conditions as it thinks fit, and may at any time revoke such delegation, in whole or in part, or alter such terms and conditions. If the Board so specifies, any such delegation may authorise further delegation of the Board's powers by any sub-committee or persons or person to whom they are delegated.

7.2.3 Any sub-committee so formed or persons or person to whom delegation of powers is made in terms of Clause 7.2.1 shall, in the exercise of the powers so delegated, conform to any remit and regulations imposed on it by the Board.

7.2.4 Unless expressly part of such delegation, no decision of any such sub-committee, persons or person shall bind the Board.

7.3 Number of Trustees

7.3.1 The number of Trustees shall not be fewer than three and, unless otherwise determined by special resolution at a Members' Meeting (but not retrospectively), not more than nine.

8 TRUSTEES

8.1 Interim Board

8.1.1 The Applicants, shall comprise the Interim Board of Trustees.



8.1.2 The Interim Board shall remain in office until the first AMM, at which time each Trustee on the Interim Board shall retire, but may remain eligible for election thereat (without the period of office between the date of incorporation and the first Members' Meeting counting as a term of office).

8.2 Composition of Board

From and after the first AMM, the Board shall comprise:

8.2.1 Up to nine individual persons elected as Trustees by the Board from time to time.

8.2.2 The Board shall at any time thereafter elect new or additional Trustees as required from time to time, provided that the maximum number expressed in Clause 7.3.1 is not exceeded.

8.2.3 The majority of Trustees should have their principal private residence in Crossgates, Mossgreen, Coaledge, Fordell, Donibristle or surrounding areas.

8.3 Election and Rotation of Trustees

At each AMM, all of the Trustees shall retire at the end of the AMM, but each is eligible, should he or she so wish, to be re-elected for a further year, and so on without restriction as to the number of times a Trustee is re-elected.

8.4 Retiral and Deemed Retiral of Trustees

Any Trustee must cease to be a Trustee in any one or more of the following events:

8.4.1 If he or she is prohibited from being a charity trustee by virtue of section 69(2) of the Charities Act; or

8.4.2 If, in terms of section 66(5) of the Charities Act, he or she is considered by the Board to have been in serious or persistent breach of either or both of the duties listed in sections 66(1) and 66(2) of the Charities Act, such Trustee being entitled to be heard prior to the Board taking a decision; or

8.4.3 If he or she holds any office of profit or is employed by the SCIO (except where the provisions of Clause 10.4 shall apply); or

8.4.4 If he or she has a significant conflict of interest which the Board considers has and is likely to continue to undermine his or her ability to act impartially as a Trustee; or

8.4.5 If he or she becomes incapable for medical reasons of fulfilling the duties of his or her office and such incapacity, as certified if necessary by two medical practitioners, is expected to continue for a period of more than six months from the date or later date of such certification; or

8.4.6 If he or she is absent (without permission) from more than three consecutive meetings of the Board, and the Board resolves to remove him or her from office; or

8.4.7 If by notice in writing to the Principal Office he or she resigns his or her office as a Trustee.

8.5 Register of Trustees

8.5.1 The Board shall maintain a Register of Trustees, setting out the following details of each Trustee, namely, name, address, date of appointment and any offices held.

8.5.3 Where a Trustee is appointed by OSCR, in terms of section 70A of the Charities Act, this fact must be stated on the Register.

8.5.4 The Register must provide the following details of each former Trustee for at least six years after cessation of trusteeship, namely name, any offices held and date of cessation of trusteeship.

8.5.5 The Register of Trustees is open to all Trustees of the SCIO, but Trustees' addresses (or any of them) can be kept confidential by the SCIO only where the information is request by a member of the public.



8.5.6 Changes to the Register must be made within twenty-eight days of the SCIO receiving notice of any change.

8.5.7 If an individual requests the SCIO to provide a copy of its Register of Trustees, he or she is, if the request is reasonable, entitled to be given a copy within twenty-eight days. The SCIO may not charge for doing so. The SCIO can omit all or any of its Trustees' addresses in its response to a request.

9 CHAIRMAN AND VICE-CHAIRMAN

The Board shall meet as soon as practicable immediately after each AMM to appoint both a Chairman and, if desired, a Vice-Chairman of the SCIO from the Board.

10 CONSTRAINTS ON PAYMENTS/BENEFITS TO MEMBERS AND TRUSTEES

10.1 The income and property of the SCIO shall be applied solely towards promoting the Charitable Purposes.

10.2 No part of the income or property of the SCIO shall be paid or transferred (directly or indirectly) to the Trustees of the SCIO, whether by way of dividend, bonus or otherwise, except where such Trustees are in receipt of income or property of the SCIO as a beneficiary of the SCIO in terms of the Charitable Purposes.

10.3 No Trustee shall be appointed as a paid employee of the SCIO.

10.4 No benefit (whether in money or in kind) shall be given by the SCIO to any Trustee except the possibility of:

10.4.1 Repayment of out-of-pocket expenses to Trustees (subject to prior agreement by the Board); or

10.4.2 Reasonable remuneration to any Trustees in return for specific services actually rendered to the SCIO (not being of a management nature normally carried out by a director of a company); or

11 CONFLICTS OF INTERESTS

11.1 Any Trustee and/or employee who has a personal interest (as defined in Clause 11.2) in any prospective or actual contract or other arrangement with the SCIO must declare that interest either generally to the Board or specifically at any relevant meeting of the SCIO. Where such an interest arises, the provisions within Clause 11.3 shall apply.

11.2 A personal interest includes the following interests:

11.2.1 Those of the Trustee or employee in question;

11.2.2 Those of his or her partner or close relative;

11.2.3 Those of any business associate;

11.2.4 Those of any firm of which he or she is a partner or employee;

11.2.5 Those of any limited company of which he or she is a director, employee or shareholder of more than 5% of the equity; and

11.2.6 Those of any person or organisation responsible for his or her appointment as a Trustee.

11.3.1 Whenever a Trustee finds that there is a personal interest, as defined in Clause 11.2, he or she has a duty to declare this to the Board meeting in question. In that event, in order to avoid a material conflict of interest arising, the Trustee in question cannot partake in discussions or decisions relating to such matter.

11.3.2 It shall be for the chairman of the meeting in question (or if it be the chairman of the meeting who is potentially or actually conflicted, it shall be for the other Trustees present) to determine whether the Trustee in question should at the least be required to be absent during that particular element of the meeting. In terms of Clause 12.1, where a Trustee leaves, or is required to leave, the meeting in question, he or she no longer forms part of the quorum thereat.



11.3.3 The Board may resolve at any time to require all Trustees and employees to deliver a Notice of Relevant Interests to the Principal Office (or elsewhere as it may determine), as they arise and at least annually.

11.3.4 If existing, the Register of Interests shall be open for inspection by both the Board and members of the SCIO and, with the express prior written approval of the Trustee or employee concerned, by members of the public.

12 BOARD MEETINGS

12.1 Quorum

12.1.1 The quorum for Board meetings shall be not less than 50% of all the Trustees. No business shall be dealt with at a Board meeting unless a quorum is present.

12.2 Convening Board Meetings

12.2.1 Meetings of the Board may take place in person or by telephone conference call, video conference call or by any other collective electronic means approved from time to time by the Board.

12.2.2 Not less than 14 clear days' notice in writing shall be given of any meeting of the Board at which a decision is to be made in relation to any matter requiring to be decided by Special Resolution (as listed in Clause 6.9), which notice shall be accompanied by an agenda and any papers relevant to the matter to be decided. All other Board meetings shall require not less than 7 days' prior notice, unless all Trustees agree unanimously in writing to dispense with such notice on any specific occasion.

12.2.3 A Trustee may at any time, summon a meeting of the Board by notice served upon all Trustees, to take place at a reasonably convenient time and date.

12.3 Chairman of Board Meeting

The Chairman, whom failing the Vice-Chairman (if any), shall be entitled to preside as chairman of all Board meetings at which he or she shall be present. If at any meeting neither the Chairman nor the Vice-Chairman is present and willing to act as chairman of the meeting within 15 minutes after the time appointed for holding the meeting, the remaining Trustees may appoint one of the Trustees to be chairman of the Board meeting, which failing the meeting shall be adjourned until a time when the Chairman or Vice-Chairman will be available.

12.4 Voting at Board Meetings

12.4.1 The chairman of the Board meeting shall endeavor to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote, on a show of hands only, each Trustee present having one vote.

12.4.2 All decisions of the Board shall be by a simple majority at any meeting which is quorate at the time the decision is taken.

12.4.3 The decisions requiring a Special Resolution (listed in Clause 6.9.1) cannot be taken by the Trustees alone, but must be taken also by the members in Members' Meeting in terms of Clause 6.9.1 and only thereafter acted upon by the Board as directed by the members.

12.4.4 In the event of an equal number of votes for and against any resolution at a Board meeting, the chairman of the meeting shall have a casting vote as well as a deliberative vote.

12.5 Observers

The Board may invite or allow any person to attend and speak, but not to vote, at any meeting of the Board.

12.6 Minutes



The Board shall cause minutes to be made of all appointments of officers made by it and of the proceedings of all Members' Meetings and of all Board meetings and of sub-committees, including the names of those present, and all business transacted at such meetings and any such minutes of any meeting. The minutes shall be retained for at least 10 years.

12.7 Ancillary Regulations

The Board may from time to time promulgate, review and amend any Ancillary Regulations, Guidelines and/or Policies, subordinate at all times to this Constitution, as it deems necessary and appropriate to provide additional explanation, guidance and governance to themselves, members, employees, stakeholders and/or others.

13 MINUTE SECRETARY, TREASURER & PRINCIPAL OFFICER

13.1 Minute Secretary

The Board may appoint a Minute Secretary, for the purposes of Clause 12.6, for such term and upon such conditions as it may think fit. The Minute Secretary may be removed by the Board at any time, subject to the terms of any prevailing contract. The Board may award an annual salary, honorarium or other appropriate fee to the Minute Secretary at its discretion, but can only do so if the Minute Secretary is not a Trustee.

13.2 Treasurer

The Board may appoint a Treasurer for such term and upon such conditions as it may think fit. The Treasurer may be removed by the Board at any time, subject to the terms of any prevailing contract. The Board may award an annual salary, honorarium or other appropriate fee to the Treasurer at its discretion, but can only do so if the Treasurer is not a Trustee. Whilst in post, the Treasurer may be required to attend (but shall have no vote at) Board meetings during his or her tenure as Treasurer, except any part or parts thereof dealing with his or her employment or remuneration, or any other matter which the Board wish to keep confidential to itself.

13.3 Principal Officer

The Board may appoint a Principal Officer of the SCIO on such terms (including a decision on the most appropriate job title) and conditions as it may think fit, who shall attend Board and Sub-Committee meetings as appropriate or required, but who shall not be a Trustee and, for the avoidance of doubt, will have no vote thereat.

14 HONORARY PATRONS

The members in Members' Meeting may, on a proposal from the Board, agree to the appointment of one or more Honorary Patrons of the SCIO, to be appointed either for such fixed period (usually of five years) as those Members determine or for an unspecified period until such appointment be terminated by them. The Honorary Patron or Patrons would be entitled to notice of all Members' Meetings and to attend and contribute to discussion but not vote thereat.

15 FINANCES AND ACCOUNTS

15.1 Bank Accounts

The banking account or accounts of the SCIO shall be kept in such bank or building society and/or banks or building societies as the Board shall from time to time determine.

15.2 Cheques

All cheques and other negotiable instruments, and all receipts for monies paid to the SCIO, shall be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, in such manner as the Board shall from time to time by resolution determine.

15.3 The Board shall ensure that all funds and assets of the SCIO are applied towards achieving the Charitable Purposes.



15.4. Accounting Records

The Board shall cause accounting records to be kept in accordance with the requirements of the relevant regulations.

15.5 The accounting records shall be maintained by the Treasurer (if there is one) and overseen by the Principal Officer (if there is one), or otherwise by, or as determined by, the Board.

15.6 Independent Financial Examiner

For every financial period, the accounts of the SCIO shall be examined by an independent financial examiner, who shall be appointed by the Board on the direction of members in Members' Meeting.

15.7 Accounts

At or before each AMM, or otherwise after the Accounts have been approved by the Board, it shall provide the members with a copy of the accounts for the period since the last preceding accounting reference date or (in the case of the first account since the incorporation of the SCIO).

The accounts shall be accompanied by proper reports of the Board and the independent financial examiner. As an alternative, the Accounts may be available for inspection on the website of the SCIO (with all members, Trustees and the independent financial examiner being made aware that they are so available for inspection there).

16 NOTICES

16.1. A notice may be served by the SCIO upon any member, either personally or by sending it by post, fax, e-mail or other appropriate electronic means, addressed to such member at his or her or its address as appearing in the Register of Trustees.

17 INDEMNITY

Without prejudice to any other indemnity, the Trustees, or member of any sub-committee, the Treasurer and all employees of the SCIO shall be indemnified out of the funds of the SCIO against any loss or liability which he, she or they may respectively incur or sustain, in connection with or on behalf of the SCIO.

18 ALTERATION OF CONSTITUTION

Subject to the terms of Clause 6.9.1, no alteration in this Constitution may at any time be made unless by the decision of not less than two-thirds of the members present and voting at a Members' Meeting called specifically (but not necessarily exclusively) for the purpose.

19 WINDING UP

19.1 The winding-up of the SCIO may take place only:

19.1.1 On the decision of not less than two-thirds of its Trustees as members who are present or by proxy and voting at a Board Meeting called specifically (but not necessarily exclusively) for the purpose in terms of Clause 12.2.2; and

19.1.2 If the organisation is to be wound up or dissolved, the winding-up or dissolution process will be carried out in accordance with the procedures set out under the Charities and Trustee Investment (Scotland) Act 2005.

19.2 If, on the winding-up of the SCIO, any surplus assets available to the organisation immediately preceding its winding up or dissolution must be used for purposes which are the same as - or which closely resemble - the purposes of the organisation as set out in this constitution.

19.3 The charity or charities to which the property is to be transferred in terms of Clause 19.2 shall be determined on the decision of not less than two-thirds of the Trustees who are present and voting at a Board Meeting called



specifically (but not necessarily exclusively) for the purpose or, failing that, as determined by an arbiter to be chosen amicably by the Board.

19.4 The members of the SCIO are not liable to contribute to the assets of the SCIO upon its winding up.

Annexation:

Schedule 1 Powers

Schedule 2 Form of Proxy

Schedule

Powers available to the SCIO

Further to Clause 3.2, notwithstanding the terms of section 50(5) of the Charities Act (which states that the SCIO shall have power to do anything which is calculated to further the Charitable Purposes or is conducive or incidental to doing so) and without prejudice to the foregoing generality, the SCIO shall also have the following powers (but only in furtherance of the Charitable Purposes) and declaring that the order in which these Powers are listed or the terms of the sub-headings above are of no significance in terms of their respective priority which shall be deemed to be equal, namely:

1 General

1.1 To encourage and develop a spirit of voluntary or other commitment by individuals, unincorporated associations, societies, federations, partnerships, corporate bodies, agencies, undertakings, local authorities, unions, co-operatives, trusts and others and any groups or groupings thereof willing to assist the SCIO to achieve the Charitable Purposes;

1.2 To provide advice, consultancy, training, tuition, expertise and assistance;

1.3 To promote and carry out research, surveys and investigations and develop initiatives, projects and programmes;

1.4 To prepare, organise, promote and implement training courses, exhibitions, lectures, seminars, conferences, events and workshops, to collect, collate, disseminate and exchange information and to prepare, produce, edit, publish, exhibit and distribute articles, pamphlets, books and other publications, tapes, motion and still pictures, music and drama and other materials, all in any medium;

2 Property

2.1 To purchase, take on lease, hire, or otherwise acquire any property suitable for the SCIO and to construct, convert, improve, develop, maintain, alter and demolish any buildings or erections whether of a permanent or temporary nature, and manage and operate or arrange for the professional or other appropriate management and operation of the SCIO's property;

2.2 To sell, let, hire, license, give in exchange and otherwise dispose of all or any part of the property of the SCIO;

2.3 To establish and administer a building fund or funds or guarantee fund or funds or endowment fund or funds;

3 Employment

3.1 To employ, contract with, train and pay such staff (whether employed or self-employed or external contractors) as are considered appropriate for the proper conduct of the activities of the SCIO;

4 Funding and Financial

4.1 To take such steps as may be deemed appropriate for the purpose of raising funds for the activities of the SCIO;

4.2 To accept subscriptions, grants, donations, gifts, legacies and endowments of all kinds, either absolutely or conditionally or in trust;



4.3 To borrow or raise money for the Charitable Purposes and to give security in support of any such borrowings by the SCIO and/or in support of any obligations undertaken by the SCIO;

4.4 To set aside funds not immediately required as a reserve or for specific purposes;

4.5 To open, operate and manage bank and other accounts and to invest any funds which are not immediately required for the activities of the SCIO in such investments as may be considered appropriate and to dispose of, and vary, such investments;

4.6 To make grants or loans of money and to give guarantees;

4.7 To employ as a professional investment manager any person who is entitled to carry on investment business under the supervision of the Financial Conduct Authority (or its successors) and to delegate to any such manager the exercise of all or any of its powers of investment on such terms and at such reasonable remuneration as the Board of Trustees thinks fit, and to enable investments to be held for the SCIO in nominee names, but subject always to the provisions of the Charities Act;

5 Development

5.1 To establish, manage and/or support any other charity, and to make donations for any charitable purpose falling within the Charitable Purposes;

5.2 To establish, operate and administer and/or otherwise acquire any separate trading company or association, whether charitable or not;

5.3 To enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the SCIO and to enter into any arrangement for co-operation, mutual assistance, or sharing profit with any charity;

5.4 To enter into contracts to provide services to or on behalf of others;

6 Insurance and Protection

6.1 To effect insurance of all kinds (which may include indemnity insurance in respect of Trustees and employees);

6.2 To oppose, or object to, any application or proceedings which may prejudice the interests of the SCIO;

7 Ancillary

7.1 To pay the costs of forming the SCIO and its subsequent development;

7.2 To carry out the Charitable Purposes in any part of the world as principal, agent, contractor, trustee or in any other capacity; and

7.3 To do anything which is calculated to further its Charitable Purposes or is conducive or incidental to doing so.

Schedule 2

Form of Proxy

Further to Clause 6.8.3, the Form of Proxy shall be in the following general terms (to be varied as required to fit the circumstances):



Primrose Community Trust
("the SCIO")

I,

of.....,

being a Member of the SCIO hereby appoint the chairman of the Members' Meeting/or*,

of,

as my proxy to vote for me on my behalf at the Members' Meeting of the SCIO to be held on..... and at any adjournment thereof.

This form to be used in favour of/against the resolution(s)*

* to be deleted if not required, or amended if it is required

Signature of member appointing proxy.....

dated.....

To be valid, this Form of Proxy, once signed and dated, must be lodged at least 48 hours before the start of the Members' Meeting referred to above.



Appendix II

Policies



Anti-Bribery Policy

Primrose Community Trust (PCT)

PREVENTION OF BRIBERY AND CORRUPTION

The [Bribery Act 2010](#) came into force on 1 July 2011. The Act makes it a **criminal** offence to offer, promise or give a Bribe ("active Bribery") or to accept a Bribe ("passive Bribery"). Hospitality is not prohibited by the Act so long as it is proportionate and reasonable given the activities which PCT undertakes.

It is also a **criminal** offence to fail to prevent Bribery. However, there is a full defence for organisations if 'adequate procedures' are in place to prevent people associated with the organisation from Bribing. What constitutes adequate procedures for PCT depends on the Bribery Risks faced by PCT. The attached policy statement has been prepared to ensure that PCT has adequate procedures in place.

The Act sets out the following six principles for organisations to follow in mitigating Bribery Risk:

1. **Proportionate:** Bribery prevention measures must be proportionate to the level of Risk; this will vary according to the scale of the organisation and the nature of its business.
2. **Top-Level Commitment:** It is the PCT Board which must reiterate regularly PCT's zero-tolerance stance on Bribery, be involved in developing Procedures and ensure their implementation.
3. **Risk Assessment:** The PCT Board must assess the nature and extent of its exposure to potential external and internal Risks of Bribery, active and passive, on its behalf by persons associated with PCT. The assessment must be regular, informed and documented.
4. **Due Diligence:** Just as with banks and others, the PCT Board has a legal responsibility to know with whom PCT is dealing, and must undertake a proportionate and Risk-based approach to the people and organisations who perform or will perform services for or on behalf of PCT.
5. **Communication of Policy:** The PCT Board must ensure that the Policy and Procedures put in place to prevent Bribery are known to all within PCT and to all who deal with PCT.
6. **Monitoring and Review:** PCT must monitor Procedures put in place to prevent Bribery, and review this Policy annually.

Primrose Community Trust (PCT)

ANTI-BRIBERY & CORRUPTION POLICY STATEMENT

Introduction

The [Bribery Act 2010](#) came into force across the UK on 1 July 2011. The Act makes it an offence to offer, promise or give a Bribe (active Bribery); to accept a Bribe (passive Bribery); to Bribe a foreign official; and to fail to prevent Bribery within organisations, such as PCT.

Policy Statement

Bribery is a criminal offence. Persons associated with PCT shall not pay Bribes or offer improper inducements to anyone for any purpose, nor must people associated with PCT or its activities accept Bribes or improper inducements. To use a third party as a conduit to channel Bribes to others is a criminal offence. PCT is committed to the prevention, deterrence and detection of Bribery.



Definitions/interpretation

Associated persons: A person who 'performs services' for or on behalf of the organisation. This person can be an individual or an incorporated or unincorporated body. This encompasses the whole range of individuals, persons and organisations connected in any way to PCT who might be capable of committing Bribery.

Bribery: An inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

Facilitation payments: Unofficial payments made to public officials in order to secure or expedite actions.

Improper Performance: The Act defines the meaning of improper performance in sections 3, 4, and 5. Guidance² on the Act summaries this as meaning performance which amounts to a breach of an expectation that a person will act in good faith, impartially, or in accordance with a position of trust.



Complaints & Compliments Policy

1. OBJECTIVE

1.1 This procedure covers all feedback that **Primrose Community Trust** receive.

2. RESPONSIBILITIES

2.1 Where complaints are received **Primrose Community Trust** personnel are authorised to try and resolve as soon as they arise, wherever practical and appropriate. In the event that the complaint cannot be resolved at that point, it should be brought to the attention of the Chairman / Board of Trustees.

3. PROCEDURE

3.1 Complaints

- 3.1.1 If a member of the community is dissatisfied with any aspect of our work / service they should, in the first instance, raise their concerns with the personnel of the **Primrose Community Trust** with which they have an issue. The appropriate personnel will record the information about the complaint and report this to the Chairman / Board of Trustees (i.e., verbally, in writing, e-mail).
- 3.1.2 Each complaint will be logged on an electronic complaint register, allocate a complaint number and open a file for correspondence.
- 3.1.3 The **Primrose Community Trust** personnel will then assist in identification of: -
- Root Cause
 - Corrective Action
 - Date of Closure
- 3.1.4 The form and the electronic register will be constantly updated, so progress on the complaint can be viewed at any time.
- 3.1.5 The complainant will be informed on who is managing the complaint, how the issue is to be resolved and expected timescales.
- 3.1.6 Once the complaint has been satisfactorily resolved, the **Primrose Community Trust** personnel will update the records accordingly (i.e., electronic complaints register and correspondence file).
- 3.1.7 No **Primrose Community Trust** personnel should investigate a complaint against themselves, or if it implies wrong doing on their part.
- 3.1.8 Where a complaint alleges **Primrose Community Trust** personnel misconduct, this will be investigated by Board of Trustees.



3.2 Escalation Process

3.2.1 The information required to resolve most complaints will be available to personnel who have responsibility for providing that part of the service. **Primrose Community Trust** expect that the majority of complaints will be quickly and satisfactorily resolved at this stage. If, for whatever reason, the complaint cannot be resolved at this stage, there is an escalation procedure that must be followed. The customer will be informed of this procedure and be advised who to contact.

3.2.2 The escalation process is as follows:

Stage 1

3.2.3 Any complaint that cannot be resolved as detailed above must be passed to the Chairman / Board of Trustees noting who is dealing with the complaint in order that the complaint register can be updated.

3.2.4 All complaints must be acknowledged in writing **within 5 working days** of receipt, unless it can be fully resolved within that time. If an acknowledgement is issued, it will set out the expected timescale for responding to the complaint.

3.2.5 The **Primrose Community Trust** personnel dealing with the complaint must respond to the complaint within **7 working days** from the date of issuing the acknowledgement. When replying to the complainant on the outcome of the complaint, **Primrose Community Trust** personnel must make them aware that, if the outcome is not to their satisfaction, they may escalate the matter to the Chairman / Board of Trustees. All correspondence should quote the complaint number and advise the complainant of the need to quote this number.

3.2.6 Any contact with the complainant, whether in person or by telephone, must be recorded in writing and filed with the complaint correspondence. This also applies to any discussions held with other relevant third parties. A record of any telephone calls, notes of meetings etc. **MUST** be documented and held in the complaint file.

3.2.7 The complainant should be kept informed of the progress of their complaint, in writing, even if the resolution of the complaint cannot be implemented for some time.

3.2.8 If the complainant wishes to take the matter further, particulars of the Chairman / Board of Trustees should be provided, and the complainant given a time-scale of **7 working days** in which to lodge their complaint (see Stage 2 of the procedure).

3.2.9 Once Stage 1 is complete, the **Primrose Community Trust** personnel should review the complaint to ensure that any improvements to our procedures, training needs, etc. are identified.



Stage 2

- 3.2.10 If a complainant is unhappy about the decision, or the way in which the complaint has been dealt with, they can escalate the matter to the Chairman / Board of Trustees. The **Primrose Community Trust** personnel who dealt with the complaint in Stage 1 should notify the complainant in writing that it has now been escalated to Chairman / Board of Trustees level. The **Primrose Community Trust** personnel will notify the complainant that the Chairman / Board of Trustees will respond within **7 working days** and if they continue to be unhappy with the decision, they have the right to appeal to the Chairman / Board of Trustees, whose decision will be final.
- 3.2.11 All correspondence at each stage should include reference to the Customer Complaint Reference and the Electronic Complaint Register updated accordingly.
- 3.2.12 The Customer Feedback Register will be monitored and reviewed at regular Operations and Management Review meetings.

Compliments

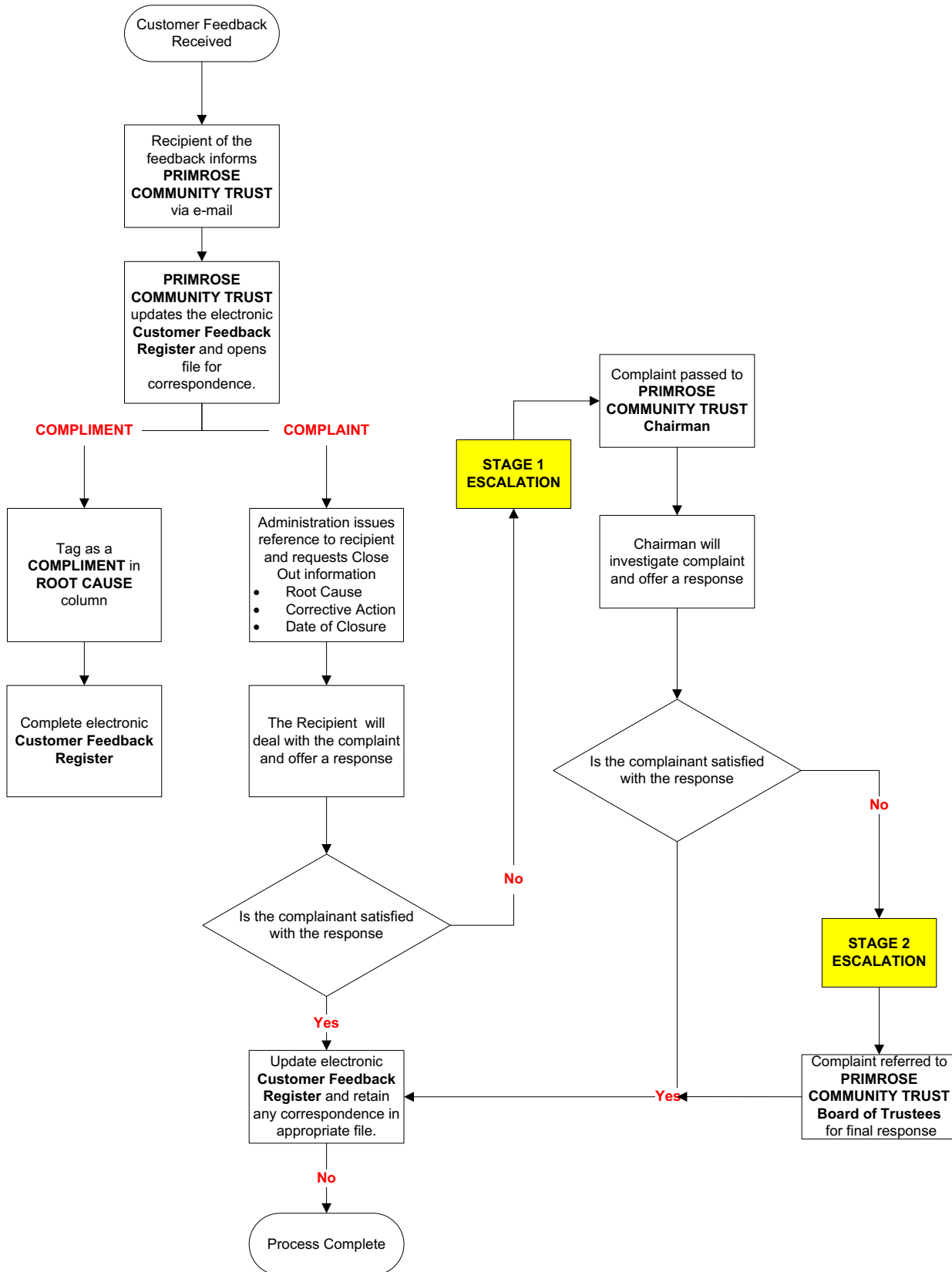
- 3.2.13 When compliments are received these will also be logged on the electronic Customer Feedback Register and will allocate a compliment number and open a file for correspondence. Administration will then provide the Recipient / Manager with the allocated compliment number.
- 3.2.14 To close out **Primrose Community Trust** personnel will select COMPLIMENT in the Root Cause column of the Customer Feedback Register.

3.3 Solicited Feedback

- 3.3.1 Periodically **Primrose Community Trust** personnel may issue a **Customer Satisfaction Questionnaire** to new customers. The questionnaires contain a number of key questions and statements to which customers will be asked to allocate a score, based on their perception of the service we have provided.
- 3.3.2 The points that we will ask customers to rate us on are:
- Quality
 - Responsiveness
 - Costs
 - Correspondence / Communications
 - Environmental Awareness
 - Overall Performance
- 3.3.3 The completed **Customer Satisfaction Questionnaires** will be collated in the Customer Feedback Register, which will be monitored and reviewed at regular Operations and Management Review meetings.



4. SUMMARY / PROCESS FLOW





Data Protection Policy

Primrose Community Trust

DATA PROTECTION AND PRIVACY POLICY

Primrose Community Trust (PCT) takes personal privacy seriously. PCT will use the information which members, potential members and others have provided only in support of the legitimate interests of PCT, to administer their accounts, and to provide those products and services they have asked for. PCT may collect, hold and use the following personal data:

1. Name
2. Designation and post-nominals
3. Postal Address, including Post Code
4. Telephone numbers (land line and mobile)
5. Email address

PCT may use the personal data collected to send details of events organised by PCT, or by others if directly relevant to the objects and activities of PCT, and for fund-raising. PCT may collect, hold and use also, where necessary, details of members' bank accounts and bank sort codes, and will use such data only to administer PCT membership and activities.

PCT will not share personal data with any third parties. PCT does not use automated profiling or sorting of personal data, and such data will never be shared with external organisations. All personal data will be held securely from point of collection to entry in PCT's systems, and PCT will ensure that only those authorised and required to use personal data have access to it.

PCT will retain members' personal data only for so long as membership of PCT is pending or continues. Anyone whose personal data is held may at any time request that it be deleted, and PCT will comply with such requests within a reasonable time.

PCT will record the addresses and email details of those who subscribe to PCT newsletters or attend PCT events, and may record also the details of visitors to the PCT website. Anyone whose personal data is held by PCT is entitled to make a "Subject Access Request", and to be given a copy of that data on reasonable notice.

Members, potential members, or members of the public who wish to complain about any aspect of how PCT processes personal data should get in touch, in the first instance, with the Secretary of PCT. Should the Secretary not respond, or should that response be considered inadequate, then the matter should be raised with the Chair. Should the Chair not respond, or should the Chair's response be considered inadequate, a complaint should be made to PCT's Data Protection Officer. Details of these appointments are on the PCT website. Should a member or potential member wish to take further action, the matter should be raised with the Scottish Information Commissioner's Office:

<http://www.itspublicknowledge.info/home/ScottishInformationCommissioner.aspx>

PCT will review compliance with this Policy at least annually.

DATA PROTECTION AND PRIVACY POLICY



Health & Safety Policy

Primrose Community Trust (PCT)

Health & Safety Policy

1. Introduction

This policy reflects the legal obligations placed on organisations, especially employers, by the Health and Safety at Work etc. Act 1974, and the Management of Health and Safety at Work Regulations 1999 (as amended).

This document spells out the required commitment, support and action from everyone involved in PCT's activities, whether or not working within PCT, and is central to the ongoing effective management of Health and Safety.

PCT should undertake a Risk Assessment. When PCT has five or more employees, it will need to record the significant findings of this Risk Assessment.

2. Policy statement

PCT will take all reasonably practicable steps to provide and maintain a healthy and safe environment for all its Board Members, Volunteers, Employees, Contractors, Service Users, and any other people who may be affected by its activities. PCT aims to eliminate or control risks, so far as is reasonably practicable. PCT recognises that all Board Members, Volunteers, and Employees have an important contribution to make to the overall organisational health and safety culture, and will make it clear to them that the Health, Safety and Welfare of colleagues is a shared responsibility.

3. Policy Implementation

The policy will be delivered by:

- Undertaking a Risk Assessment annually which will identify and assess the risks associated with all PCT's activities;
- Reporting quarterly to the PCT Board on Health and Safety performance, reporting relevant accidents and incidents to the Health & Safety Executive as appropriate, and evaluating performance annually;
Reporting quarterly to the PCT Board on Health and Safety performance, reporting relevant accidents and incidents to the Health & Safety Executive as appropriate, and evaluating performance annually;
Reporting quarterly to the PCT Board on Health and Safety performance, reporting relevant accidents and incidents to the Health & Safety Executive as appropriate, and evaluating performance annually;
- Ensuing Board Member, Volunteer, and Employee awareness of this Policy, related Procedures and Risk Assessment, both on appointment and annually;



- Allocating sufficient resources to meet the requirements of this policy;
- Generating a positive culture towards Health and Safety;
- Ensuring that Procedures are in place for Board Members, Volunteers and Employees to raise Health and Safety concerns, and that all are aware of these Procedures.

4. Roles and Responsibilities

- PCT Board Members are responsible for this Policy and for PCT's culture relating to Health and Safety.

The most senior PCT Employee is responsible for:

- Policy implementation, monitoring and review, to ensure risks are eliminated, reduced or controlled;
- Ensuring effective communication of the Policy to all Employees;
- Ensuring that sufficient resources are available to enable compliance with the Policy.

All PCT Employees are responsible for:

- their own acts or omissions and the effect that these may have upon the Health and Safety of themselves or anyone else. The Board of PCT accepts the main responsibility for the implementation of this Policy, individuals are legally obliged to co-operate to ensure a Healthy and Safe working environment. All Employees must:
 - avoid taking unnecessary risks;
 - set a good example to others, especially young or inexperienced workers;
- work in accordance with any Health and Safety instruction or training that has been given; Every accident and incident will be investigated. All accident forms completed must contain recommendations to prevent a recurrence.
- bring to the attention of a responsible person any Health and Safety issues they may have; and familiarise themselves with the PCT's Health and Safety Policy, Procedures and Risk Assessment.

5. Policy review and distribution

This Policy and its Procedures, along with the Risk Assessment, will be reviewed annually. Relevant documents will be drawn to the attention of all Board Members, Volunteers and Employees, both on appointment and annually.



6. Health & Safety Procedures

Annual health and safety report

The annual Health and Safety Report should include the following information:

- a description of PCT's main functions and activities during the year;
- detail of the progress of the Health and Safety Policy objectives;
- Information on accident and incidents, including trends and lessons learnt;
- Information on Health and Safety training provided;
- Health and Safety objectives for the coming year.

7. Contractors

PCT will monitor the activities of Contractors to ensure that any risks presented to Board Members, Volunteers, Employees, Service Users, members of the public or visitors are minimised. The commitment of all Contractors to Health and Safety shall be assessed. The Contractor's own Health and Safety Policy Statement, safe system of work and Risk Assessments should be examined prior to awarding the contract. Health and Safety policies should be exchanged and the Contractor must be given details of any specific risks and of PCT's monitoring arrangements.

8. How to Raise a health and safety concern

Step 1: Raise concern with any Board Member. If not resolved: Step 2: Raise concern with the Chair of PCT.

9. Ongoing Monitoring, Accident Investigation and Reporting

Every Employee who suffers personal injury at work must give notice of any accident as soon as is practicable to a Board Member.



PCT Health & Safety Risk Assessment



What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	Action by whom?	Action by when?	Done
Slips and trips						
Manual handling of paper and office equipment						
Display screen equipment						
Working at height						
Stress						
Electrical						
Asbestos						
Fire						
Lone working						

Date for annual review:



Safeguarding Policy

Primrose Community Trust (PCT, or “The Trust”) Safeguarding Policy, Safeguarding Code of Conduct and Reporting Procedure

Purpose:

The purpose of the Safeguarding Policy, Code of Conduct and Reporting Procedure is to protect people, including children and at-risk adults from harm that arises from coming into contact with the Trust or projects in which the Trust is engaged.

Scope:

The Policy will apply to all Trust projects, and in particular PCT projects and projects directed at children or vulnerable adults. The policy lays out the commitments made by the Trust and informs staff, associated partners and volunteers of their responsibilities in relation to safeguarding.

Policy Statement:

The Trust:

- believes that everyone we come into contact with has the right to be protected from all forms of harm, abuse, neglect and exploitation.
- The Trust will not tolerate abuse and exploitation by our Board Members, our staff or volunteers who have registered their involvement in Trust projects.
- The Trust will not tolerate abuse and exploitation by our Board Members, our staff or by volunteers of any beneficiary of assistance arising during or as a result of the delivery of Trust projects.

Trust and staff responsibilities:

- Ensure that all Board members, staff and volunteers have access to, are familiar with, and know their responsibilities within this policy.
- Design and undertake all its activities in a way that protects people from any risk of harm that may arise from their coming into with the Trust and its projects.
- Implement safeguarding procedures when recruiting, managing and deploying staff and volunteers.
- Ensure staff and volunteers receive training on safeguarding at a level commensurate with their respective roles in Trust projects.
- Ensure that safe, appropriate, accessible means of reporting safeguarding concerns are made available to staff, volunteers and the communities we work with.
- Follow up on reports of safeguarding concerns promptly and according to due process, including legal and statutory obligations.
- Ensure confidentiality when dealing with safeguarding concerns and in subsequent case management.



The Safeguarding Code of Practice

Prevention:

It is the responsibility of the Trust's project leaders to ensure that project staff, project partners and in turn volunteers are made aware of the importance of safeguarding people from harm and that they are aware of the policy, the code of practice and the reporting procedure.

A key element in an effective safeguarding practice is the communication of attitudes, priorities, rules and procedures to ensure there is a common understanding of the issues, and that information is fed back where there is cause for concern or suggestions on how to improve policies.

Establishing professional boundaries is an integral part of safeguarding. Project leaders must ensure that staff are clear about the nature of professional boundaries. They must maintain clear boundaries regarding the nature of the roles of staff and their relationship with the volunteers and the beneficiaries of the Trust's activities. They must ensure that volunteers are clear about the nature of the roles they are undertaking.

Staff are expected to make regular telephone or email contact with volunteers and other stakeholders only through their use of Trust equipment. Staff are advised not to share personal blog addresses or other modes of personal communication with volunteers and not use personal mobile, home telephone numbers or home email for project-related communication unless in exceptional circumstances or emergencies.

Risk assessment

Project leaders and staff are expected to identify possible risks associated with project activities, including the risks to volunteer project beneficiaries, and to have designed these, including the personnel involvement, such as to minimise the possibility of harm arising.

Raising safeguarding concerns

Everyone involved in Trust projects must receive training which will enable them to recognise, respond to, report and record a safeguarding concern.

Subjects constituting concerns to be reported include:

- abuse or exploitative conduct
- risks to safety, health and welfare of any of Board Members, staff, volunteers and beneficiaries
- the mis-use of information, assets and resources which have been made available through involvement in projects
- conduct in an individual's private life which brings the Trust and the project into disrepute and undermines the individual's ability to undertake the project role he/she has been given.
- the influence of alcohol or illegal substances, or the possession of illegal substances while working on a project activity will be considered to present an unacceptable risk.



The Reporting Procedure

Board members, staff and volunteers are obliged to bring to the attention of the project leader any potential incident, abuse or concern that they witness, are made aware of, or suspect.

It is the responsibility of the project leader to ensure that project staff receive training and are fully understanding of the procedure for reporting concerns and of incidents.

It is the responsibility of staff to make volunteers aware of this procedure and to ensure that volunteers receive appropriate training in reporting concerns.

The Safeguarding focal person is the project leader. Staff, volunteers, partner organisations, or external sources such as members of the public or official bodies should report a concern (a situation of risk) or an incident of actual harm to the project leader.

The project leader will record the nature of the matter and will establish the facts. These will be recorded. The matter will be reported to the Trust's Board Member with responsibility for Governance oversight.

If the staff member or volunteer prefers, he/she may report directly to that Board Member. The Board Member will be responsible for ensuring that the case management will be progressed in line with due process and legal and statutory obligations.

Confidentiality will be maintained at all stages of the procedure when dealing with safeguarding concerns. Information relating to the concern and subsequent case management will be kept secure at all times. The Board Member is responsible for ensuring the appropriate involvement of the legal and statutory authorities and instruct appropriate action. In situations where action is required to be taken immediately this will be instructed by the project leader or staff member on hand at the scene of the incident.

Breaches of Professional Standards

All potential and actual breaches of professional boundaries will be taken seriously. The breach may not be a single event but a series of events and interactions, which together cause the individual to cross the boundary between what would be considered a professional relationship to a non-professional relationship.

Staff must be supported by the Board in addressing any concern about a breach of professional boundaries without the automatic risk of disciplinary proceedings. However, staff should be made aware of all possible consequences depending on the severity and nature of the breach including possible disciplinary action.



Appendix III

Communications Contact List & Strategy



- **Cowdenbeath Trinity Church**

CHURCH OF SCOTLAND, 350 MEMBERS
Sinclair Dr, Cowdenbeath KY4 9PA
01383 512079
Moderator : Mr. Derek Peters
Clerk : Rev Dr. Iain Greenshields

- **Crossgates Primrose FC**

FOOTBALL CLUB
Humbug Park, Home of Crossgates Primrose FC
KY4 8AL Crossgates
Manager: Alan Campbell
League: [East of Scotland League Premier Division](#)
Chairman: Frazer Martin

- **Crossgates Primrose kids / youth teams x 10 (estimate)**

Amateur sports team
Humbug Park
cpjfc@live.co.uk

- **Crossgates Toddler Group**

197 Members – created 2014

- **Crossgates Bowling Club**

LAWN BOWLS - 51/100 MEMBERS
2 Inverkeithing Rd, Crossgates, Cowdenbeath KY4 8AL
07745 612732
alanwalkerfamily@aol.com

- **Crossgates Greenfingers**

CHARITALE ORGANISATION - 12 members and a further 6 helpers in & around the village who help with various tasks.

The Committee are Gordon Black, (Chairperson), Cynthia Black (Treasurer) and Lorna Woodward (Vice Chairperson).

- **GOLD Award from Beautiful Fife 2019**
- **Best Large Village in Fife Award from Beautiful Fife 2019**
- **Community Involvement Award from Beautiful Fife 2019**
- **GOLD Award from Beautiful Fife 2018**
- **Heritage Award from Beautiful Fife 2018**
- **GOLD Award from Beautiful Fife 2017**
- **GOLD Award from Beautiful Fife 2016**
- **GOLD Award from Beautiful Fife 2015**
- **SILVER award from Keep Scotland Beautiful 2015**

OUTSTANDING Award from The Royal Horticultural Society, It's Your Neighbourhood

SILVER GILT Award from Beautiful Fife run by Fife Council



- **Crossgates Primary School Parent Teacher Association / Parent Council**
COMMUNITY ORGANISATION - FUNDRAISING FOR ALL THOSE EXTRAS THE SCHOOL BUDGETS DON'T COVER
crossgatespta@hotmail.co.uk
- **Crossgates Community Woodland**
CHARITABLE ORGANISATION – 621 facebook members
Volunteers who aim to maintain and develop the area of woodland known as 'The Taft'.
- **Crossgates and Mossgreen Community Council**
COMMUNITY ORGANISATION – LOCAL MEETINGS @ COMMUNITY CENTRE
'Share views and find out what's happening in our village'
- **Mossgreen Ladies Group**
- **Crossgates Karate club**
Scott Poole – 07979596616
- **Crossgate Boot Camp**
Lynn Hunter
- **Crossgates Community Group (ie those connected by the Facebook page)**
Local updates like local shops having what available, what's open, relevant community etc.
- **Crossgates Foodbank**
Kat Johnstone & Lucy Simpson
- **Crossgates Tartan Army Group**
Camy Walker
- **Crossgates Gala - (Events Committee)**
Community Facebook page for Crossgates Gala
- **1st Crossgates Brownies & 1st Crossgates Guides**
41 members (private group)
- **Acorn Aid (Scotland) Registered Charity SC0046079**



Assisting local families in need and providing aid/ training to countries in need.

7 Brands Row (5.57 km)

KY4 8DE Crossgates

07727 105682

Brian Miller acornaidscotland@yahoo.com

- **Crossgates Pigeon Club/ Flying Club**

11 members 251 pigeons

- **Lodge St John No540**

2 Inverkeithing Rd, Crossgates, Cowdenbeath KY4 8AL

- **Coalfields Regeneration Trust**

[Reference - https://www.coalfields-regen.org.uk/wp-content/uploads/2019/10/Crossgates-Community-Action-Plan-2016-2021.pdf](https://www.coalfields-regen.org.uk/wp-content/uploads/2019/10/Crossgates-Community-Action-Plan-2016-2021.pdf)



Appendix III

PCT Community Engagement & Marketing Strategy



RESPONSIBLE	PURPOSE	MEDIUM	FREQUENCY	AUDIENCE
Trust Chair	Update Parliamentary Elected Members	Telephone Meeting E-mail	Bi - Monthly	MP's MSP's
Trust Chair	Update Local Elected Members	Telephone Meeting E-mail	Monthly	Councillors Community Council Chair
Communications Team	Update Community Groups	Telephone Meeting E-mail	Monthly	Community Group Chairs
Communications Team	Update Local Residents	Open Meetings Facebook Leaflet Deliveries	Bi - Monthly	Crossgates and Local Community
Marketing Team supported by Communications Team	Update Potential Private Sector Customers	Telephone Meeting E-mail Professional Social Media (LinkedIn, etc) (Supported by direction to Open Meetings Facebook Leaflets and other Materials)	Initially Quarterly Increasing to Monthly	Potential Customer Base
Marketing Team supported by Communications Team	Update Potential Public Sector Customers	Telephone Meeting E-mail Professional Social Media (LinkedIn, etc) (Supported by direction to Open Meetings Facebook Leaflets and other Materials)	Initially Quarterly Increasing to Monthly	Potential Customer Base
	Update Potential Third Sector Customers	Telephone Meeting E-mail Professional Social Media (LinkedIn, etc) (Supported by direction to Open Meetings Facebook Leaflets and other Materials)	Initially Quarterly Increasing to Monthly	Potential Customer Base
Marketing Team supported by Communications Team	Update Potential Financers	Telephone Meeting E-mail Professional Social Media (LinkedIn, etc) (all with reference to PCT documents prepared for or otherwise supporting applications).	Ongoing Basis Dependent Upon Closing Dates for Applications and Criteria for Updates (This may require a dedicated role).	Individual Streams of Potential Finance



Communications Team	Update OSCR	Telephone E-mail (with reference to PCT documents prepared for or otherwise supporting communications)	Bi-Annually	Regulatory and to Foster Good Relationships.
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Appendix V

Membership Policy & Development



Membership Application Form

Please complete the membership application form and submit to:

primrosecommunitytrust@outlook.com

All members of PCT will have the right to attend annual members meetings and each member will have one vote to cast on any PCT business including strategy, policy and overall direction of the organisation. Members will have the right to access any PCT documents on request. At this time membership is free but PCT will introduce paid and discounted membership in 2022. As a member you will be directly contributing to the development of PCT aims and ambitions to develop a top quality community hub at our Greenfield Site Development.

Name:			
Address:			
Telephone:	Home		Mobile:
	Work		
E-mail:			
Please provide a short statement on why you want to become a member of Primrose Community Trust:			

PCT Privacy Statement:

PCT values your privacy and complies with data protection laws. Your data will be stored securely and will only be used for the development of PCT and will not be shared with any third party without your consent.

I agree to abide by the PCT constitution:

Signature:

Date:



Appendix VI

Statistics

Welfare

Health & Fitness

Youth Club



Welfare Stats

The breakdown of Welfare stats since they were recorded for the Primrose Community Trust are as follows (Crossgates and the immediate surrounding catchment villages of Mossgreen, Coaledge, Fordell, and Donibristle have a combined population of approximately 2,800)

Food Bank

01/10/2022 – 31/03/2023

189 individual visits to support 307 people when others in same household are taken into consideration.

01/04/2023 – 25/11/2023

168 individual visits to support 224 people when others in same household are taken into consideration.

Total for 01/10/2022 – 25/11/2023

357 individual visits to support 531 people when others in same household are taken into consideration.

Fuel Fund

01/10/2022 – 31/03/2023

71 individual visits to support 216 people when others in same household are taken into consideration.

01/04/2023 – 25/11/2023

155 individual visits to support 487 people when others in same household are taken into consideration.

Total for 01/10/2022 – 25/11/2023

226 individual visits to support 703 people when others in same household are taken into consideration.

Overall Totals

01/10/2022 – 31/03/2023

260 individual visits to support 523 people when others in same household are taken into consideration.

01/04/2023 – 25/11/2023

323 individual visits to support 711 people when others in same household are taken into consideration.

Total for 01/10/2022 – 25/11/2023

583 individual visits to support 1,234 people when others in same household are taken into consideration.

This would represent 44% of the overall population. Please note that the figures recorded include repeat visitors therefore the actual number of those who have used the services will be lower.

Analysis of the available data which is recorded shows that the foodbank tends to be used by more people who reside alone, may be elderly and / or disabled whilst the fuel funds are used to assist families.

Whilst not recorded until 01/04/2023 I can also advise that between 01/04/2023 – 25/11/2023 there has been 168 transactions involved in the fuel fund visits this year. The reason this is higher than the number of actual visits is because, occasionally the person requesting assistance is doing so for both gas and electricity. It is not a case of automatically receiving support for both on a request.



Health & Fitness

As we head into 2024 I forecast we will have 3 classes running during the first 3 months of 2024. From April onwards this increases to 5 classes.

First 3 months of 2024

Q1 2024 - 3 classes average attendance of 10. Resulting in a weekly PROFIT of **£84**.

Q1 2024 - 3 classes average attendance of 15. Resulting in a weekly PROFIT of **£166**.

April 2024 onwards

Q2 2024 onwards - 5 classes average attendance of 10. Resulting in a weekly PROFIT of **£140**.

Q2 2024 onwards - 5 classes average attendance of 15. Resulting in a weekly PROFIT of **£277**.

Looking further into the future - in our own purpose built facility we would be looking at 10-15 classes per week (possibly more). Again, giving a projection using both 10 and 15 people:

10 - 15 classes per week

10 attendees > £280 - £420 weekly profit

15 attendees > £555 - £830 weekly profit



Youth Club Stats

At the moment, we have started our Junior Youth Club, Primary 4 – 7, with enormous success circa 36 children, 11 Volunteers and 2 Youth Volunteers. This has been tremendously successful and we are grateful with the help of Youth 1st and Fife Council.

In addition, our plans starting in January 2024, is to develop our Senior Youth Club, from S1 upwards.