

**File name:** Saving Govanhill Baths .mp4

**Moderator questions in Bold**, Respondents in Regular text.

**KEY:** **Unable to decipher** = (inaudible + timecode), **Phonetic spelling** (ph) + timecode), **Missed word** = (mw + timecode), **Talking over each other** = (talking over each other + timecode).

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**Moderator:** Thank you for joining us tonight, my name's Taylor Cross-Whiter, I'm the development officer here at Glasgow City Heritage Trust, and I'm helped with this event by my colleague, Silvia Scopa, who is our community engagement officer. Glasgow City Heritage Trust, for those of you who aren't familiar with our work, we're an independent charity and grant funder, we offer grants that promote the understanding, appreciation, and conservation of Glasgow's build heritage. So that includes projects such as our very popular ghost signs of Glasgow project, as well as building repairs, for example, to the willow tearooms, and as well as a feasibility today that we helped with Govanhill Baths for part of the works that they've done that you'll hear a little bit more about later on tonight. This event is the first one in our newly relaunched historic built investment forum, which is a series of events focused on issues currently facing Glasgow's historic build environment, and how the historic environment and built heritage in Glasgow can act as a driver for sustainable development. We're very keen to hear from you what issues and topics you think would be most helpful to hear about in the future. So we will be send a short survey out to everyone here tonight, so if you could fill that in, we do really appreciate it as it helps us make sure that our events are as informative and interesting as possible for everybody. So, moving on to tonight, tonight's talk will be looking at Govanhill Baths, which is a category B-listed Edwardian baths here in Govanhill. It was added to the buildings at risk register in 2001, but since then a combination of grassroots activism and community campaigning has worked to save the building and re-open the baths as a well-being centre, which contributes to the wider social cultural and build regeneration of the local area.

In this event we're going to hear from David Cook who's the project director for Govanhill Baths Building Preservation Trust, and Fatima Uygun who's the manager of Govanhill Baths Community Trust, and they'll be discussing the process of restoring the building, fundraising, working with stakeholders, and engaging with the local community. We're going to hear from Fatima first about community activism, and engagement around the baths. And then we'll hear from David, more-, he'll look more closely and the work that's being done to renovate it. And then we'll have time for a Q&A at the end, so throughout this evening, if you wanna just put your questions in the chat box at the bottom of your screen there, and then, and we'll try to get to as many of those questions as possible. One second here. Alrighty, and then finally before we get started, unfortunately Glasgow City Heritage Trust has suffered from the pandemic, a loss of income from the pandemic, as with many other charities. We do realise that people are really struggling at this time, but if you are able to, we do really appreciate it if you can text Glasgow Heritage to 70085, that's 70085, and I'll put it in the chat box as well, and that will help donate £3 to help us with our built conservation work across the city. We, like I said, we do realise it's a really tough time for everybody, but we do really appreciate it as well. So on that note I am going to go ahead and, oh, one second here, there we go. I am going to stop sharing my screen and we will go ahead and hear from Fatima.

Fatima Uygun: Thank you very much, Taylor, and thank you to the City Heritage Building Trust for inviting me to talk about Govenhill Baths. I'm going to share my screen now. Isn't it amazing how technologically advanced we've become, I, just six months ago I was a bit of a Luddite, there we go, and now I can do PowerPoint on, on Zoom. Hello everyone, my name is Fatima Uygun, I'm the trust manager, I was one of the original occupiers of Govenhill Baths in 2001. I have been involved virtually every single day since then, and not just me, there's quite a number of us still around since then. So I'm going to take you through a very, very rushed history of Govenhill Baths from the foundation stone laid in July 1914 by Sir Daniel Macaulay Stevenson. Obviously, a delay with the war, first world war, but was officially opened in February 1917. And in 2017 we had our 100-year anniversary, as we did as well in, in 2014 to mark the laying of the stone. Move right into, now, 2001. So, so for the first week of January, the swimmers at Govenhill Baths, the, the Kingston swimming club got a letter that there was going to be a letter going throughout the council to announce the closure of Govenhill Baths. We were told this by the janny, who were pretty devastated to think they were going to lose their jobs, and very quickly we established a save our pool campaign. And the wonderful late Bill MacNeil that has used his pub to have our meeting. On the 15th of January, the Evening Times officially reported that the council were going to close the Baths. On the 21st we had a community occupation start at 8:30 PM. So before the official closure, we decided, well the mothers really, of the Kingston swimming club decided that they were not going to allow the closure, and they chained themselves to the sun lounges in the big pool, and we then started our occupation with a 24 hour picket to protect the occupation. On the 31st we had a gala day, which was the day the council were going to shut the pool outside to give support to the occupiers, but also to galvanise community support. 600 people turned up, which was absolutely fantastic.

On the 10th of July, the occupation was served a 40 hour-, eight hour notice to quit the Baths by sheriffs officers. The Baths were being protected by security guards on a 24 hour basis, as well as picket line outside, and the occupiers inside. It was a very, very busy time in Calder Street. On the 7th of August, council officers at 4:30 in the morning woke the occupiers and the picketers and began trying to seize the building. It was known as the battle of Calder Street, we like to call it an uprising, but it was reported as a riot. 210 police officers from across Glasgow came in for 4:30 that morning right through 'til midnight. They enveloped the Baths and tried to get rid of the occupiers and the picket line, and they did just that. So we were kicked out of the Baths. It was, and it still is the longest occupation of a civic building in British history, we're very, very proud of that. But from the closure, then, in August, right through to 2004, we continued to meet, continued to try and organise events, and I will come in a minute and tell you what those were. But in 2004 we set ourselves up as a charity, the Govenhill Baths Community Trust was formed, formally constituted. We then started organise ourselves much more formally, we set up a charity shop locally to try and get money to sustain the campaign, and in 2008 we had access to the building, we were forgiven by the council, they gave us temporary access to the building to hold our first doors open day. It was-, it had the biggest attendance of any other building indoors open day of that year, there was a queue around the corner of people who wanted to see the Govenhill Baths, which had by that stage been shut for seven years. In 2009 we set ourselves up across the road in Brendan's newspaper shop, which was the heart of the occupation, it's where we did all of our work and, and so on.

He had shut down by this stage and we took it over, and we set ourselves up with an office. In 2010, we decided based on the information that was coming from our funders that trying to fight to save the entire building and refurbishing and bringing it back into community, and bring it back into operation, was not feasible, and we should look more at a phased approach to getting the building back. And we decided then, personally I don't think that was the right decision looking back, but we are where we are here. So we drew up a five year plan to take ourselves from phase one, which would be the opening up of the foyer, and the large section of the building back into the well-being centre, and then the second phase would be the refurbishment of the steamie, the old laundrette, and then the third would be renovating the large pool. We started to expand and started to do far more community work at this stage. We had a charity shop move from this tiny little base in Calder Street onto Victoria road with the much larger footfall. We started establishing some social enterprises like Rags to Riches which started to generate income for the organisation. I should say though we have never in our nineteen years of our operation ever got or received core funding from anywhere. All the income that has been received is either in grant income that we've secured, or from our social enterprises. In 2012 it was a very, very special day because we signed a lease with the council to occupy the foyer, and we renovated that by a generous community donation of £125,000. The community agreed that they would rather than split it up amongst smaller organisations they would give the bulk to us to open up the foyer.

And it was-, it was a wonderful, wonderful day, you can see some of the photos on our website. It's at this stage that we really moved from just a, a campaigning activist driven organisation to one that was beginning to deliver quite essential services in the community and starting to expand in terms of the variety of social enterprises that we were establishing. It was also at the time that we started to secure large grants from both the big lottery, what was called the big lottery at that stage, and also from Historic Scotland. We were given a one year lease at this stage, that then became a, a longer term lease for us to use the whole building, which we began to do and we had weddings in the big hall, we had a theatre group based in the-, in the steamie. We had doors open days but we also had a wide variety of events that people came to. And in 2015, we appointed the Princess Trust to oversee the refurbishment of phase one of the Baths. Enormous amount of consultation done, 1,500 people, that's almost 10% of the local population, were involved in that community consultation and since 2012, we've actually consulted more than 5,000 people in our community about the future of this building. In 2017, we launched a community shares campaign because we were told by the funders, 'You've got to get more money yourselves.'

And a lot to ask the community organisations like us, and the quickest way we thought we could do that was to undertake a community share campaign. It was the largest and I think it still is the largest in Scotland anyway of a community share campaign in an urban environment. And 600 members contributed at least £100, and if you-, if you know the Govanhill community, it is not a wealthy community yet they did manage to, a lot of them at least, over 50%, managed to give us £100. In 2018, we appointed David Cook, who you're going to hear from in a minute, but we also were told we didn't know how to run a swimming pool, so we had to learn to run a swimming pool, so we had to find funds to do that. And we managed to open up the learners pool, which is a great success and if you-, anyone who's ever swum in the learners pool will know it's a beautiful bijoux little swimming pool where thousands and thousands of children over the years have learnt to swim. And we opened up classes to babies, toddlers and to children, enormous success. We then, in

preparation for, for the refurbishment, moved down to the Govanhill Baths into-, back to Brendan's newsagent, back across the road, and we also started opening up other parts of Govanhill which was laying empty and derelict to house our services, which we had to obviously decant from Govanhill Baths. We opened up the youth club, which based in Cathcart Road right next to the People's Pantry.

We also have the DeepEnd Arts Space now which houses art studios as well as Govanhill Ceramics and the UpHub. All of them generates money to keep themselves going. I want to talk very quickly about some of the things we did during those years, and we still consider ourselves as an activist space campaign. I know a lot of groups tend to go from being an activist to becoming more formalised and start becoming a, you know, much more serious organisation where the community really don't actually have anymore impact within that organisation. But that's not us, so right from day one, we've always tried to engage the widest section of the community in whatever way they could see themselves helping. Whether it was some people doing a, a little pool side guardian newspaper to keep the community informed, whether it was kids on the pick up line making placards, whether it was people printing t-shirts, whether it was someone organising the black and ethnic minority women to have a march. Whatever it was, we welcomed it all, we never said no to anyone who wanted to, they could, do something in support. One thing that was really, really crucial to the campaign was to have weekly meetings where people could come and share their ideas. And those weekly meetings took place ever since just before the closure and right through until 2012 when we moved into the building. They were made up of the Friends of Govanhill Baths, we're keen to call ourselves a group of friends who shared a common interest.

At the weekly meetings, we gave people the opportunity to break up into four distinct groups. Now, this was quite important because people could decide either to move between the groups or really focus their energies and their talents into delivering something very, very specific. So, the media group were phenomenal. We managed to get over 150 articles in, in 2001 on Govanhill Baths. The Direct Action Group were phenomenal, we went and occupied other swimming pools and other council facilities. We did a gym class, an aerobics class in Glasgow City Chambers. We also had the research and policy group who really gathered the evidence about why the closure of such a well-loved and well-used facility was, was going to be detrimental to the community. We also had a-, thank you. We also had a funding group which saw-, which looked at ways to generate income to support the people on the pick up line and the campaign. We then moved on in 2005 to maintain a focus because we were out of the building, and when you lose a building in any occupation, it really takes the heart out of the campaign. So, we really had to keep focused and keep our eye on the prize. We start to formalise, sort of, arts and creative elements that came out of the campaign. And our charity shop, as I said, expanded. We produced enormous amount of exhibitions locally, we had-, sorry, there's someone knocking on my door.

We had poetry books, we engaged an enormous amount of artists who loved the building as well, but we also maintained a real degree of activism where we'd close roads off when it came to our anniversary and produced an enormous amount of documentation. And 2012, when we moved into the building, it became really evident how much the building was still needed within the community. We had loads of organisation taking hot desking space in there, renting rooms, using the facilities. We also established the Govanhill Baths Archive because we believe that this history that we have been building really must be preserved and

it must be collected, and it must be a living history where we can share with other campaigns, and we do that now. We show other people how to collect their own archives, the community groups and so on, and we share those, that history. There isn't enough history in our museums of working class people actually creating, being the agents of change. And we thought it's really, really important to capture that in our archive. An enormous of work in promoting our aims but also in sharing our practice. So, Govanhill Baths today. This is what we've become. Our aim has always been to save Govanhill Baths and have it refurbished into a well-being centre, but it was never just that. And this is-, this is-, this is what we agreed we wanted to do way back and later contribute to the wider social culture and regeneration of Govanhill, and that's what we have stuck to since 2001.

And you can see the variety of social enterprises and programmes we have with the really popular well-being programme that has had over 1,500 people in the last three years do at least one course. That's quite a phenomenal-, a phenomenal achievement. The UpHub is a green manufacturing resource obviously to look at how we deal with the enormous amount of fly-tipping and waste that happens locally. Govanhill Baths Ceramic, which started off as just a pottery club with the well-being programme, is now a social enterprise and bringing in quite a considerable amount of money pre-Covid with ceramic classes. The youth club, again a much-needed service run by young people, does a phenomenal amount of work, particularly during Covid with meal deliveries and so on. As I mentioned, Govanhill Baths Archive is no Govanhill Baths Heritage and Archive, and we're really, really keen to have a museum devoted to steamies and amateur swimming when we move back into the building. I won't go through all of them but you can see what a vibrant organisation we are. And we're-, the whole concept of regeneration and well-being are not left to, you know, agencies and so on, but actually are from a grass-roots level. So, today we employ 19 staff, we also employ 18 freelance facilitators employed on a whole range of projects. We have about 36 volunteers, not that keen on volunteering, we try and get people jobs because people need to earn money.

We have, at last count, just in one year worked with 58 partners, we now have 5 properties. We went ahead with the wonderful Govanhill International Festival in it's fourth year with the first ever street music festival, a socially distanced music festival, in August, employing 48 artists, which was a huge success. We worked really hard during Covid to look after our community with 6,700 plus people being fed, provided enormous amount of well-being workshops and engagements either on the phone or through, through Zoom and so on with our local community. And importantly, a huge success, was the delivery in your own home of a well-being pack that someone could work with you, over Zoom or over the telephone, to create. And some of them were beautiful and very, very popular. So, how do we do it? How did we do it all? Well, it was hard work, it's been 19 years. It didn't happen overnight. When we started, we would have laughed at the notion that was going to take us this long. But I think some of the, the reasons for why we're a success are really, really important and I think it would help guide other community campaigns that are starting off. We've learnt a lot of these lessons so you probably don't have to. One thing which was really, really important is to keep it local. It's really important that rather than disperse our efforts all over the place that we focused on our own community and the resources that we have locally.

And it's still like that today, all our directors live within a mile of the Baths, so do our members, 82% of our staff come locally and you can see, and so on. But also, 75% of our partners, our local partners, are with us.

And by partners, I mean the Somalia Association, Unity Sisters, small-, not just the big agencies but the smaller groups who we take on a journey with us in terms of capacity building. I think the second reason is we've always aspired more. This was not just a swimming pool for us, it meant far more. And we've always held on to the idea that we deserve more, we always do. It's not just about meeting our immediate needs but actually about having our dreams met, and you can see that when we do something, we do it as well as, as we can. So, when we looked at doing an arts programme, it, it wasn't just community arts as, as people have come to know in an amateur way, but it was about engaging artists to produce some of the best art they could and engaging the Royal Theatre Company, the Royal Shakespeare Company, the National Theatre of Scotland, the Citizens, so on and to do local work with us as partners. And you can see this, this aspiration, reflected in the capital build that David will talk to you about. But it's also about having aspirations means you'll have failures, some things will go wrong. We had to shut our charity shop, we had to shut our rags to riches shop because they just couldn't compete in the current market, but that's okay.

We-, you know, that-, it's important to have that courage to try and pilot, and not, not feel so bad when things don't go wrong because you can't control everything. The other reason I think we've done so well is because we've always had a creative approach to problem solving. When we're-, when we are confronted with racism in the community, we hold a festival. When we are-, when hunger is such a serious issue that there are four food banks in Govanhill, we looked for ideas of how we could address that in a dignified way, not that food banks aren't dignified, but look at something that was more sustainable. And we've, we've invested in a community bank pantry which has gone up from having three days opening hours to now full time one. And our rags to riches project has now blossomed into a manufacturing industry locally. And we've always taken our partners along with us, it's never something we've done individually, you know, 'My ball, no one else can have it.' It's always been about sharing what we have. Importantly also, we've been-, had a very holistic outlook in terms of what we wanted. It's not just about repairing the Baths, it's about repairing the building and the services within it, and how that impacts on the community. So, the concept of well-being was, was a, a very important one for us. It wasn't just about how you feel as an individual but how the community feels, what our environment looks like, what our buildings look like and so on.

And also, the whole idea of community power, what does that mean? It means actually having control about the services that, that are run. And that's the presentation, so I hope anyone who's watching is involved in a campaign or wanting to save a building. More than happy to help you achieve that. That's some of the lessons we've learnt, we've come a long way from those coppers stopping us from getting into the building to our community share campaign, which is a huge success. I hope I haven't spoken too long, I probably have so I'll shut up. Oh, can I just say one thing though? I wanted to just publicly thank David Cook who's been absolutely phenomenal and we're delighted to have him as our project director. I know it's been tough between us two in trying to meet our aspirations as quick as possible to the reality that this, this sector moves really slowly. So, thank you to David Cook for being part of the journey.

**Moderator: That's great. Thanks, Fatima, so much for that. That's really informative. I see we're already getting a couple of questions in the chat box and we'll just keep those for the end if everyone's okay with that, just so 'cause they might get answered later on. But now we will move along to David, David Cook, who is the project director for Govanhill Baths Building Preservation Trust and he's**

**going to tell us a little bit more about the building itself and the work that's been going on with that. So, take it away, David.**

David Cook: Hi, there. Can everyone hear me okay? Yeah. Good. Well, thank you, Fatima, for saying that, it's nice to start with a thank you. Well, good evening, everyone. I am going to tell you a bit about the story after a lot of that, 20 years of activism, which is astonishing. I was struck when I was listening to you, Fatima, about the-, all the other campaigns, community campaigns in the history of Glasgow like the rent strikes and the, you know, the, the, the first world war. And I'm just reading Dan McGarvey's Poverty Safari and the impact of the activism from the poverty free state and how that's affected things that came after. It just makes me think that the struggle to achieve Govanhill Baths up to now is, is-, you're right to keep it in archive because it is a story of-, one of Glasgow's stories, not just the story of Govanhill or, or this building. So, I am going to just show you a few images of what, what we're trying to achieve with the building and then talk about the challenges since I came on board about two years ago. And then, Taylor has asked me to make a few comments towards the end about, kind of, tips for community groups, if you like. That's an image of the Baths not long after it was built in 2017, or finally launched in 2017. I think it was constructed by 2016. And you can see there, kind of, people's gardens which back on to it on the right hand side, which is quite interesting because I'm now trying to ensure we've got access to put the scaffold up there.

So, this, we're taking the, the building and you can see that there are steps up to the two traditional entrances and one of the most important things, which I'll touch on later, was to get an accessible and welcoming building. And this is a new entrance to try and create an attractive and visually-, very visible entrance that people can, can see that they can come in, and it's at ground level so it invites you into the building. And it will be lit up at night and everything else like that. And the building is currently quite shut up, so it will be quite a change. And then, when you come in, what is going to happen is a new piece is going to be built, commonly called the bridge, which goes up those stairs and at the top of those stairs is new accommodation. Because it was found, although the building is, is quite big, to say the least, an enormous building, a lot of that is just volume taking up by swimming pools and there are not enough rooms to do all the amazing work that the community does. And there will be a café in the foyer which will have it's own servery, and then there will be a, a reception and obviously all the things that go along with operating what is in effect a leisure centre in a, kind of-, if you think of it in the traditional terms. And the swimming access will be where the, in that image, the, the woman with the green blouse is walking towards, the viewer. So, this is the, the, the core of the building that will meet people as they, they come in.

I always love the funky people with their architect sign for their drawings, they usually have, as they do here, interesting hats. I don't typically see so many interesting hats in the south-side of Glasgow. And this is the bridge, as you can see, it's a, kind of, open space. These are rooms which can be for use for all sorts of community activities, workshops, these are sliding doors so there will be workshops and classes, and exhibitions and events going on in there all the time.

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At the end of it, there'll be a glass box dance studio, so we'll have sorts of health activities going on there, to allow people affordable access to gyms, because I think one of the issues for people locally, is even joining the Glasgow club, and all of these community-, council-led activities can be out of people's reach. So though it will be charges for things, it's intended to be affordable. And then the centrepiece of the whole building is

the restoring of the-, what was called the Ladies' Pond, which is the smaller of the-, or the middle of the three swimming pools, there's the Learners' Pond, which Fatima talked about, which is-, there are images of children learning to swim with a rope around them, and if they floundered, they'd be pulled up. It's, kind of, a little bit old-fashioned way of teaching swimming, but it's got a lot of history. And the number of people I speak to who I know professionally all across Scotland in all sorts of fields who say, 'Oh yeah, I learnt to swim in Govanhill Baths.' It seems to have this huge legacy of people. But this will be restored as concrete frame building, it's one the-, probably one of the earliest, I think, ferro-concrete frame buildings in Glasgow, so it's pretty solid, but that needs repaired, and then there's a tiling around the walls in the cubicles, which are for changing. And there's a lovely-, you can see that pink area on the floor, it is terrazzo tiling that has been over-covered with some quite nasty floor tiles in the past, and that we're restoring all of these historic features, as well as putting in modern equipment that allows a swimming pool to be safe and secure, and work well in the 21st century. So there's quite a lot of putting in new things into an old building, and that goes for things like heating plant, and how to deal with the heat, and the moisture that's created in quite a challenging environment of the swimming baths. Whoops, there we go.

And there's its, kind of (ph 33.55) , image, you can see on the right-hand side, that is what is known as the main pool, or I think it was the mains pool which is the largest of them, which-, Fatima showed some images where it had been used for all sorts of things, for indoor archery classes, learning to fly-fish indoors, to conferences and events, and theatre and weddings, and all sorts of things happening in there. I was at a phenomenal conference in the baths in 2014, just before the independence referendum where it was, 'Let's design a new country.' And how exciting all that-, and heavy that, those days were at the time. You can also see the ladies' pool on the left, and then in the middle there's the bridge section above. And what's down below is a new sauna, cool room and warm room going in. So there'll be a sense of luxury there for enjoying the stress, the stress-relieving properties of using saunas. So it's bringing a piece of comfort and luxury into a very challenging part of the city, and restoring those things that were people's birth-right, if you like, for over 100 years. So that's, I think, the images of the building. I'll leave that one up. I'm just gonna talk a little bit about my involvement, and when I came in. So I came in just over two years ago, the building is seven minutes' walk from my house, and when-, when the advertised for someone to develop this, I thought, 'Well, I can't not pitch for this, I have to go for it.' And delighted when that was successful, and we thought at the time, or I thought at the time that this is a project where the design team had been selected, the design had been finished to RIBA Stage Three, which means you've-, you've fixed the design.

The deal had been agreed with the council to sell the building for a peppercorn price, all the funding was in place and planning consent was granted, so we were really ready to go. Go to tender, and go to site. And I thought, 'Well, there'll be challenges ahead, refurbishing any building, and this is a challenging one, but basically all good to go.' And then the more I got-, when I got my feet under the table and discovered that it wasn't quite as robust as that, and with the best will of everyone involved, from the design team to the client, and everything else, they were-, there was still a lot of work to do. The legals with the council were challenging, they had agreed to-, they had agreed some funding, but we found out that no committee had ever actually formally agreed to sell the building. So we had to put that through the committee, and of course that takes something like six months. And then we began with lawyers, and we appointed lawyers, and there were three sets of lawyers in the council, and two or three sets of lawyers and funders, and some

six months or more later, and £60,000 and counting of legal fees that we spent has gone in and actually achieving the acquisition. Now, admittedly, this is a complex one, there's a complex series of-, there's three charities involved on our side, as the client, as the-, and it was complex for the council to deal with. But we felt that, effectively, they were reinventing the legal documents as we went, and so we have done I hope-, we hope is groundwork for other community asset transfers. This wasn't done through formal community asset transfer legislation, it was done as an off-market sale, which in some ways simplified it, in some ways made it more complicated. But anyway, that took-, that was quite a painful process, but we have now got concluded admissives to acquire the building for a pound to begin works very soon.

In terms of funding, just as I was joining, I think it was becoming clear that regional capital-, the Regenerational Capital Grand Fund from the Scottish Government, which was about £2 million, had been declined, and so we then ended up with about a £2.5 million funding gap in our project funding at the time. And bridging finance was required to cover the loan, and I discovered £200,000 of things had not been identified as cost in the budget, in the-, previously at an earlier stage. And these things happen, but that's quite a big chunk of money to find, so reorganising the course, reorganising the budget. We secured the RCGF, again, that delayed the project for at least a year, I think, possibly more, and so the community trust had moved out in the end of 2018, anticipating the project starting in 2019, and we couldn't start. So that was quite a hard-, so we then had an empty building. Securing bridging finance and some additional funding from William Grant's Foundation, and Garfield Weston, we had completed the funding at that point, or so we thought. And there were things like-, it's quite a complicated VAT structure to the building which I won't go into. I quite enjoy problems like that, but everyone else's eyes glaze over. And quite-, as I say, quite a complex relationship between the charities about how money would flow through, things like the community share issue, which was done-, Fatima talked about, but trying to get that money into the project in a way that doesn't undermine VAT and everything else was challenging.

And then the design, there had been an design done to RIBA Stage Three, which is a pretty advanced stage. And then when we reviewed that with the client group, and we got all the board members together, it became clear that whilst it had been signed off a couple of years before, two or three years before, there were a few things which somehow hadn't found their way into the design, and the client group had thought it was getting something slightly different. And one of the key ones was that-, was the accessibility of the building, having, as Fatima said, used the Learners' Pool for a couple of years, you know, they had got a lot of experience of how to use the building, and, for example, discovered that there were ladies coming with prams, you know, sixteen prams. Many women coming with prams for their kids to learn, and getting all those people in and out, they had decided to change the design, and that had to be changed before we moved forward. So we've had quite a lot of problems to overcome to get to this stage, and then we got into tendering, and we had-, we were tendering in late 2019, got all the documentation out through Public Contracts Scotland, and Europe in general with the European Union, the full tendering process, which is-, people know is quite complicated and litigious, we had nine notes of interest, we whittled that down to five tenderers, went out to tender, three pulled out, and we ended up with only two on our tender return date.

So that tender return date was on 9th March, two days later, the WHO declared Covid as a global pandemic, and construction went into shutdown, and we had a situation where we couldn't really properly agree a price,

and then it got worse, because one of the contractors went bust, and so we appointed the remaining one as a preferred bidder, but what that meant was effectively we lost another four, five months. So this is, as you'll gather, is not a straightforward project to get to this stage. And of course, what came back from tendering was that the prices had gone up substantially since the previous calculation, and we ended up with a £2.5 million funding gap to fill, even at this late stage. Fundraising is challenging at the best of times, to do so in a global pandemic is doubly so. But I'm very glad to say that we went through a good process of having to make some savings, and the project is now a £9 million project, and we have raised a funding gap of about £2.3 million to get there. And we're just waiting for two funders to commit finally, two final pieces of funding, and that will mean we have all the money in place to proceed with the £9 million project. And we had hoped that we would be-, we will be making an appointment before Christmas, but we had hoped to get on-site before Christmas, but

I think it will now be somewhat in the lovely closing of the circle, it will probably be in the first week of January 2021, twenty years, more or less, to the day when that closure notice for the swimming that Fatima mentioned in our presentation, which is remarkable, and I think that they-, the work for the community to get to this stage is just astonishing. And then to see the community trust do so much in terms of addressing the community's need in the Covid pandemic has been fantastic. So what I'm going to now do-, so that's just a quite skip through-, so we've come an awful long way to get to the point of having a contractor and going on-site. We're going on-site in the new year, we've got 70 weeks which will take us to a mid-to-late Spring 2022, hopefully, and will be-, then there'll be, kind of, soft launch and we're doing all the learning of how to take on the challenging process of running a building like this, which will involve an awful lot of issues about plants. There'll be lifts, there's heating plant, there's chlorifiers, and all of that kind of stuff to clean the water. So there's a journey for the organisations to go on to change from activism to fundraisers to building managers, and that's quite a journey it's been on. So, obviously, there might be some questions on that, and we've obviously got challenges ahead, and refurbishing a building is not straightforward in any kind.

But Taylor asked me to just, kind of, talk about two or three, kind of, tips. And my first thing for community groups is this. This is a-, you can go on the Internet and put in the words 'project management triangle' and it will come up with 100 different images like this. And this one is a useful one, I think. So these are the three variables of any project, particularly a capital project. Time, cost and quality. And I had a film-maker who I knew quite well who had described it like this. You can have-, you need to choose two of these. You can have it quick, cheap, or good. You can't have all three, so you can-, if it's quick and cheap, it might not be good. If it's quick and good, that's going to cost you money. And if it's good and cheap, it's going to take your time to get there, because you're going to have to, kind of, work it. And this just is a useful kind of way of thinking about what community projects need to do. Typically, they're able to flex time, so if something takes longer to do, and although you'd never think it would take you twenty years, but it has taken twenty years to get to this stage. But communities do have time, although they're obviously impatient and want to get things done, but you can change the time.

You can also flex the quality there, some circumstances in which, you know, you can dream of something with lots of high, like, high design quality, and finishes, but sometimes a functional building will do in some circumstances, and I think those things can be flexed. But the thing that is never usually easy to flex is the

cost, and the money, because typically, with projects like these, as with this one, you raise the money and largely in 2016, the money was secured, in 2016, 2017. And then you're building in 2020, 2021, and by which time costs have increased, and everything else, and that's the real challenge. The other thing, really is to talk about, and this is a bit boring for some, but I quite like it. This is what's known as the RIBA Plan of Work, and I put this up not so I can go through it, but really to look at any building project as seven stages, as you can see here. From-, well, it's known as Stage Zero, which is defining what the project is, to number seven, which is the building in use. And all the way along you move the project on. And I put this up for two reasons, first of all is to, kind of, recommend to people that the most important is the first one, is understanding what your project is. Understanding what you want, and being able to document that, and explain it to the people who are tasked with building it. The more you can do that in the beginning in a very detailed way, even, the more you're likely to get the building you want at the end.

And part of that is something which is about how, how you will then deal with all the change, and you can hear in the-, Fatima's presentation that masses of change, and transformation that they've gone through, and all the work they've done. And then in the beginning of mine, all the hurdles we've had to jump to to get to here, from making it a single-phase project down into a three-phase project, and then trying to deliver one phase. And the most important thing, I think is understanding what the project-, the core of the project is, so that when the inevitable, decisions have to be made about compromising something, taking something out, phasing it, moving something around, finding a different way. You understand what the core of the project is so that you can make those decisions with confidence, so that you're still retaining the essence of what your project is. And the things that you are forgoing, or you're putting into the future, are things which you might want but you don't need, and the thing that you're getting is the thing you need. And that sounds easy to do, but that's about understanding what it is you're trying to do in a lot of detail. And actually even asking yourself the question, 'Do I need a building? Why do I need a building?' Many people focus on the how of the building, the what the building will be, but actually, it will always go back to the why. Why do I need the building, what it is for, who is it for, what will it deliver, and how will it impact on people's lives?

So building, like anything else, like money, like an organisation, like a staff team, is a tool to deliver change. And although this is focused very much-, this project is focused on saving a building, it's not really about saving a building, it's about saving the building for the-, reasons of it being a community focus, as a place for change to happen in that community. And you can see that work already going on, and what's going to be really exciting is what happens when that's, when that's finished. So don't rush the brief, don't have a masonic belief in the power of an architect, architects are amazing people, but it's your project. If you understand it and you can explain it to them you'll get-, you'll get through this. And making sure your values are always, are always coming in. And someone has mentioned in the chat issues about phasing the project, Fatima and I had a brief chat about that before, so I'll leave that for the discussion, and just leave if you want to jot down, obviously Govanhill Baths as an-, it's a really good website to talk about all its work, and if anyone was wanting to talk to me further about anything to do with this project, or whatever, those are my contacts. I'm sure we could share those afterwards in any case. But that's really where-, me finished, and look forward to talking questions.

**Moderator: Alright, well thank you so much, David, that was really informative. And yeah, we've already gotten a couple of questions in. So let's go ahead and potentially get started. Well, one of the first questions that has come in is the one you mentioned about phasing the project, so maybe if you want to speak to, to that question as to why you think phasing this-, sorry, phasing the project was maybe one that you wouldn't make, make now?**

Fatima Uygun: I think that's a question for me. I think we've got to a stage where we were tired, and we could see a solution, and that was, in the way it was articulated to us was that, 'Get into the building, get this part of the building done, and then you can start working your way into developing the others.' But it's taken us nineteen years to get to where we are now. Do we want to be working for another ten, fifteen years to get the other two elements up and running? It's a long time to be fighting, and going through all that same process again with the funders and so on. In hindsight-, actually, not long after we made the decision to go to a phased build, we were actually scratching our heads going, 'We fought a really good fight, this is always most taking a step back.' And I think each project is different, our problem is, 'This is a massive building.' I mean, it's enormous. I don't think people actually quite understand until you're in it how huge it is. And, of course, when it's been neglected for so long, it gets more and more and more expensive. So I'm hoping that once we're in the building, we work as quick as possible to get the big pool, which is the jewel in the crown. That's the other thing, that is what people remember the most, you know, diving, all those naughty kids diving off the balcony into the water, people winning a trophy. The sound, the smells, the fun, the camaraderie. People miss all that, and that was what made up some much of the campaign memories, and I think it was a bit sad when we decided to phase it, but at that stage, we were told there was no other choice. Ironically, ironically, the three phases then, when were told, 'If you do it all in one, it'll cost about six, probably seven million. Well, it's costing us nine million just to get, you know, this phase done. So I-, my advice would be, keep your eye on the prize and fight for what you really want, because it's going to take a long time, and if you want to work even longer to get your second or third phase done, I don't know. I-I-, it's a pity, but we are where we are, and we can't wait to get the building open, in this phase, anyway.

David Cook: Can I-, can I come in on that, as well?

**Moderator: Yes, of course, please, David.**

David Cook: And I hate, really hate to do this, but I'm going to slightly disagree with Fatima. So-, and that is not necessarily about this project, particularly, although I think that the budgets to try and do the whole building, what was that, seven, eight years ago, are probably, probably unrealistic now, now that we know more about this building, because its fabric is going to swallow an awful lot of money. But there was a good piece of research funded by the William Grant Foundation on community enterprise about different approaches to community development. I think it's called 'A Different Approach to Community Asset Development'. I think Nick Arrington of-, yes he is, he's on the call, Nick, if you can-, I was trying to look today for a link to that, but that might be useful for some of the readers about-, it was looking at whether non-standard construction, community DIY and phased projects, it was these case studies about trying to find different ways of delivering projects in a very tight-funded environment, and we're about to enter a really difficult challenge. So I think it's still part of the toolbox for a community project, it won't suit everyone, and Fatima's right, there's some where you just go, 'If we do it in multiple phases, it's gonna cost

more.' That's-, and that's-, that is true, but it might also be the only way you can achieve some projects. So I think there's a horses for courses element to that one.

**Moderator: Yeah. We have also-, someone has asked who was it that gave that advice, I don't know, Fatima, if you can say, or?**

Fatima Uygun: Yeah, it was a, it was a funders' meeting which involved the big lottery and Heritage Lottery Fund. Historic Scotland were there, but I can't remember them saying anything, but it was a recommendation by both of the those two funds.

**Moderator: Right, okay, thank you. Okay, so someone has actually asked, going all the way back to the start of the talk. What was the reason that the council gave for closing Govanhill Baths in the first place?**

Fatima Uygun: Apparently-, well, you have to remember nineteen, twenty years ago, the council had a very bizarre idea of community, where they associated with ghetto, and it was part of a neo-liberal idea to get people to think that they were more middle-class than they actually were. So they encouraged people to pay, you know, for your services. So PFI was around, you know, private-public partnership programmes. The council wanted to divest itself of buildings, which only served the purpose, and actually didn't bring in any income, and they want to do it on the cheap. So they closed us down and opened the Gorbals, which is really a very, very-, I mean, it's fantastic, but it's not a swimming pool, it's a leisure centre. So cost was mentioned, they didn't wanna spend £100,000 on a boiler, that was what was officially been told, it's too expensive. Who knows what they-, why they did it.

**Moderator: I just saw Nick has just put in the link to that report that David just mentioned, that is in the chat now if people are interested. I've read it myself, and yes, it is definitely-, it's a good read, and probably quite helpful for a lot of people who are attending tonight. So going back to funding, someone has asked why the RCGF fund-, what changes did you make to the application that it made it successful for the second time round? Are there any hints or tips that you'd like to give there?**

David Cook: Yeah, well, that was my task, and actually, I have to, to say, it helps if you start with a really good draft. And what the, the, the project-, sorry, the application that had been done before was really good. And it was rejected largely because of timing, so-, and I've done a number of RCGF applications, some successful, some not. So yeah, and you learn as much from the failures as from the successes. But the, the things RCGF want are evidence that the community needs it and wants it, and that you can show that there's real support for it, and that means the geographic community, the people, and Govanhill had that in spades. Secondly, they want to see that it produces-, I guess, to use the buzz-phrase of inclusive growth, but it uses-, it has got economic output, so it's job creation, confidence building, supporting people into employment, all those things. And I think Govanhill has some of that, but it's most-, and then, of course, is the £9 million now invested into the local community, what is that, you know, a place which £9 million doesn't get spent very often, so all those things were positives.

And then the third thing they wanted is, and it's a very current phrase of shower ready projects. So, they want to be applying that they're last funder and they give you-, they give you their money, you're going on-

site and you're going on-site within six to nine months of, of grant. So, you know, maybe a wee bit longer than that, but their timescales are very tight and the money has to be down, downgraded and spent. So, when it applied the first time it was still saying we're still waiting for this funder and we're waiting for that funder and there was probably just too much funding that hadn't been put in. The other thing I did was just take out, really, they made it more punchy. To try to just punch people between the eyes and say you have to give to money, to this project because it hits all your buttons and that's all I did to the application and we'd also got to a stage where we had more robustness about the, the capital programme and the capital costs at that point. So, timing is huge for our CGF and, and, and I understood why it didn't get before. Of course, I take the credit for the success of the funding now.

**Moderator: Of course, so then just going off of again, talking about things for the community, Julie who I believe works for a local charity herself, she was wondering how the community pantry was launched? Maybe Fatima, can you speak to that, because I know that's been a very recent, a recent thing that you've done and its been very successful?**

Fatima Uygun: Yes, and just some good news on that. We've managed to incorporate into this particular phase the pantry is going to be moving into the steamy in a beautifully designed section, which is going to be all glass and chrome and all sorts of things that an architect has envisioned a lot and it's all costed and paid for. The community pantry is a membership model. So, what we, how we started, how we approached it really was to say how can the people using the pantry impact on it? And it's delivery, what food comes in and so on. And a way to do that is through a membership model where everyone pays a small amount of money which is £3.50 to become a member a year and then you pay a contribution of £2.50 for a, a shop and that buys you a minimum of £15 but usually far more. And we then source that, use that money to supplement the free food we get from Fairshare. So, we use the £2.50, we've got nearly 300 members now, so 300 people shopping on a weekly basis produces quite a bit of money where we can buy fresh fruit and vegetables and some products that really you can't get from Fairshare that we're keen the community has. So, we're one of the only pantries where fresh fruit and vegetables go quicker than canned produce.

And that has come I think from just working with people in showing people how to use those fruit and vegetables and, and buying the fruit and vegetables that people will eat. We know people eat potatoes, we know they eat onions, but also introducing them to things like avocados. So many people in their community had never eaten an avocado and making sure that people working in the pantry don't embarrass people, you know. Show them how they can eat the avocado and cut it and so on. So, that membership inclusive approach where you're supporting one another rather than just handing stuff out is I think why it's a success.

**Moderator: And just going off of that, because you talked a little bit about costings. Someone has asked when the, once it's all open to the public, what are the likely costs of someone to use the facilities? Is that something that's really been discussed or I mean I know that might not be far, that far down the line yet.**

Fatima Uygun: You, you mean to use the facilities, in the, like, the swimming pools and so on?

**Moderator: I think that's what you mean, yes.**

Fatima Uygun: Yes, our business plan has costed all that and it's comparable to Glasgow Sport. So, we, we worked quite closely with Glasgow Sport to actually make sure that it was comparable. But we are still working very hard to try and work with Glasgow Sport to see if we can share the facilities we have with Glasgow Sport and Glasgow Live. That would be fantastic, wouldn't it? And they've been very, very helpful I must say in identifying areas that we need to pay attention to, the costings really came from them, things like how we procure our chemicals and all of that, they're helping us with and identifying sports equipment. So, we've never ever had a problem with council workers there and officials, that's never been the-, we've never had an issue with them, it was the politicians that shut us down. So, we've always maintained a good relationship with the workers at Glasgow City Council.

**Moderator: Great, great. Then just going off of in terms of getting funding, there's been a question saying-, and this is something that as a grant funder myself, I know that sometimes this does come up in our applications. So, yeah, you made it very clear that was a need identified in the community for this project, but did it have to be delivered by this building? Do you often find that in grant applications, saying why this building, why, you know, maybe one that didn't need quite as many repairs, things like that. The, the person specifically asks could it have been a smaller building or project that delivered the aims? I would, kind of, assume in this case probably not, given the many different things that you wanted to-, wanted to achieve, but I do know that is a question that does often come up on applications that are demonstrating that this is the right fit for the project.**

Fatima Uygun: Do you know Taylor, I think it's really important that working class communities deserve heritage buildings. The assumption that, you know, shut it down and send them to the Gorbals or just build something up really, really cheaply and that will keep the masses happy. It's horrible notion, and it still creeps in to funding applications where we have to justify why we're entitled to this beautiful building that's been here 100 years. So, I don't know how to answer that, we deserve this building, it was-, it's built for us, it was built for a purpose and that purpose still exists, you know. We, we shouldn't have to justify why we're entitled to a heritage. And that does creep in as I said earlier to funding applications, yeah.

**Moderator: No.**

David Cook: I think-, can I add to that? I think-, I think some of the arguments that, you know, that we put into funding applications have been things like people would have to travel and even travelling, not that far away to the Gorbals, it's challenging for people. They don't always have cars, can't afford public transport. So, local is important, and, and I think that's becoming-, I mean my goodness, COVID has extenuated it, but that's becoming much more-, in climate change and everything else, that's a rationale for things. We don't want to travel two miles to something, we should be having the community. This was a, a building at the heart of the community which provided two or three functions. People could swim, they could meet other people, they could wash, they could wash their clothes, it's a functional building. It may be an Edwardian functional building but it's a functional building. It's actually when you take away, when you go behind the façade, it's an elaborate stone façade. It's a very, very simple functional building in terms of it's got a concrete fame, it's beautiful, it's got its own beauty but it's not-, it's not some sort of luxurious item.

I mean it's got luxury, but I think- I think those arguments about well, you know, if we're going to create something which is about mental health and physical health, it has to be-, people can't swim in the street, you know, they can't-, they can of course join a gym but I mean people can afford gym memberships. So, all those arguments come out to play. So, some of them are things which are in the building already, which the building is in, it's, it's about retaining those functions and some of it was overlaying with that with I think the things about addressing disadvantage in the ISIND things with this is about physical health and mental health. And when you think of where we are now in COVID is, you know, we're about in lockdown again, pretty much and that, you know, one hours walk a day and meeting people and all that stuff is so important. And this building in spades. And so I think as we come out of COVID, it will become clearer to those rationales and those, those local rationales are stronger. But I think we just have to find wee different ways of slicing it and, and getting over that challenge of going, 'Well, why should we have it,' you know? You're right, I, I get that and I agree with that but funders need to hear something which is different to that as well and you just have to keep finding those arguments I think.

**Moderator: I think, I think the thing that's really key is a lot of times people, the arguments are self evident to them. Of course the community deserves this, of course they deserve this building and these resources, but a lot of times funders, they really have to-, it has to really be spelled out unfortunately. And that's, that's just, sort of, the model of funding that we have. That people need to be very clear. It might seem self evident to you as a community, but being very clear in, in an application I think is really important. And unfortunately as I say, yeah, that's just the way the, the application process works. You just have to be as clear and as forthright as you can. And as you said Fatima, basically saying, but of course this, this is a community building that deserves to be used by the community. Then we've just got a couple, just had a couple more questions about the building and more specifically about the building. So, somebody was wondering how the fabric of the building has faired since 2001, and how this will be addressed in the renovations. So, I'm assuming basically what they're asking there is what, just what has happened since it was put on the Buildings at Risk Register and, you know, whats been done to, sort of, mitigate any further-,**

Fatima Uygun: David or me? Is David or am I first?

David Cook: Shall I, shall I come onto that and then if you want-,

**Moderator: Yeah, yeah, if you want.**

David Cook: Join in, so there's, there's things like what I, kind of, somewhat jokingly call the rose garden which is all the planting that's going up the, from those gardens, has grown up the façade and is now on the roof. And the building structure has suffered from water. I mean the other thing is that, you know, the building was unheated until-, probably between 2001 and 2012 it wasn't, might have had background heating but not much. Everything was just, I think, care and maintenance basis only. So, it's not been heated, the water has been coming in, in places in the roof and the concrete frame has got damage and the-, there needs to be a programme of concrete repairs. The façade needs stonework repairs, the building is going to be entirely re-roofed, so it's got asphalt which is on, on the flat roof and also on roof slopes which I know many, many people-, I took round a surveyor the other day and he said he's never seen asphalt on a slope, it's

very uncommon. So, we've, we've had to, we've had to create a full repair scheme for the entire envelope. So although the main pool and the steamy are not being refurbished internally, we are doing the entire buildings envelope. So, at the end of this phase the whole building will be fully saved in terms of it will not deteriorate. So, all the roof lights are being replaced, the roof coverings are being replaced.

The walls, the-, on both cables there's, there's going to be external render to allow for heat retention without having to put insulation internally. So, they'll be loads of very sensitive heritage conservation, best practice decisions and all that stuff, but the, the buildings fabric has deteriorated, no question of it. And actually walking around today because its been empty for awhile, there's quite a lot of water on the floor, there's pigeons in and there's pigeon guano everywhere. It's in a bit of a sorry state. So, there's stuff to do but what will be lovely is the change that will happen in the first month of the project will be astonishing and we'll walk in there with, you know, when it's finally on site and you can see that the, the wait, it will have been worth it. So, it's, it's not in a very good place, buildings, historic buildings lying foul for twenty years don't get better. That's the harsh reality. But there's a good-, there's a-, with, with the architecture team said they've investigated it to death and I hope that's true. And then it hasn't got too bad, you know, in the four years since 2016 when those reports were done, it has deteriorated a, a bit further much but not shockingly so.

And we just have to, we'll just discover that when we get into the guts of it unfortunately.

**Moderator: Wondering if there are any bits that are no longer fit for purpose and that sadly won't be salvageable, okay. You want to speak to that Fatima?**

Fatima Uygun: Well, it's not that it wont be salvageable when you go upstairs the picture of the gym that David showed you, that is going to be transformed. But if anyone has ever seen that and some of the most touching memories people have is actually going up there for a wash. And Govanhill for decades and until the 80s really, not everyone had a bathroom, bath room in their house. And people would still come regularly, week on, week out to have a bath here. But we are going to retain I think two as part of the capital build and refurbishment so people can still come and have a hot bath in a lovely bathtub if they so wish. So, we won't be able to salvage them all, but we will certainly have two beautiful baths that if you don't have a bathroom in your house, you can always come and pay a few pennies and have one at Govanhill Baths.

**Moderator: That's great, so I think we've actually come to the end of the questions now. I'm just going to go ahead and in the chat really quickly, I'm just going to put the Govanhill Baths website, if anyone is interested in that. And then I believe on Twitter you're Govanhill Baths, is that-, is that correct, if anyone is interested in following you on, on Twitter. And then if anyone is interested in the GCHT grant programme that we offer there is the link in the chat there for you as well. And all the, all that leaves is me just to thank Fatima and for David, and David so much for taking the time tonight to talk to us. I hope people found that really informative and if anyone does have any questions, I will also leave my email address here in the chat, one second. That's my email address as well, so yeah, thank you everyone for joining us, taking some time out of your evening to come here, this presentation, and we will as I said before, send a little survey out to you just so you can let us know what you thought and we do really appreciate if you take the time to fill that in. But other than that, thank you so much**

**again to David and Fatima, it was really interesting and really informative and have a good evening everybody, take care.**

Fatima Uygun: Keep safe everyone.

**Moderator: Keep safe.**