

How-to Guide

This guide offers more detailed information and advice for those who may be interested in adopting or adapting the initiative in their local area.

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The Hub



Title	The Hub
Organisation	Manorview Foundation
Category	Promising
Poverty Impact	Prevention and Awareness.
Introduction to the Project	
<p>The Hub, launched by the Manorview Foundation in October 2023, is a community space in Coatbridge, dedicated to supporting people experiencing poverty. It offers essential services such as youth groups, adult wellbeing sessions, and a teenager safe space, providing warmth, free meals and social support, while regularly adapting services based on community feedback. Under the Manorview Foundation’s “Manorview Communities” pillar, The Hub partners with other charities to extend its reach, hosting wellness classes, financial advice sessions, and mental health support services. The Hub is sustained largely through in-kind support from the Manorview Group, reflecting long-term commitment to social impact beyond limited grant funding.</p>	

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Initial Idea

Who had the initial idea?	
Steve Graham, founder of Manorview Group	
How did the idea for the project come about?	
Steve Graham has long held a strong sense of social responsibility, which developed alongside the growth of his business. Over time, the Manorview Group became increasingly active in fundraising and community outreach. Recognising the need for more targeted and lasting impact, Mr Graham initiated the formation of a dedicated charity, the Manorview Foundation, which later launched The Hub as its first community project.	
Were plans informed by any published reports / papers / research evidence or practice from elsewhere?	
No	<input type="checkbox"/>
Yes	<input checked="" type="checkbox"/>
Plans were shaped by local community surveys conducted during early development, which helped identify needs such as food support, warm spaces, youth activities, and wellbeing sessions. These findings directly informed the structure and timetable of The Hub's services.	
Was anyone else involved in developing the initial idea of the project?	
No	<input type="checkbox"/>
Yes	<input type="checkbox"/>
Members of staff from the Manorview Group were actively involved, including individuals who later became volunteers or took on roles in the Foundation. Their insights into hospitality, community outreach, and operations helped shape the project's delivery model.	
Were those with lived experience of poverty involved in developing the initial idea of the project?	
No	<input type="checkbox"/>
Yes	<input checked="" type="checkbox"/>
Community surveys carried out during the planning phase included people with lived experience of poverty, who identified priorities such as access to hot meals, social spaces, and children's activities. Their input directly influenced the service offer.	

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Was funding required to support the development of the initial idea of the project?			
No	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>
Please provide details of the funding that was used to support the development of the initial idea of the project.			
Which organisation provided funding?	The Manorview Group		
How much was required?	Donation of time, resources and refurbishment of the premises		
What was the specific source of funding? (e.g., particular grant or policy)	Donation from Manorview Group		
Were specific resources – other than funding - needed when developing the initial idea of the project?			
No	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>

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Please provide details of the resources that were required when developing the initial idea of the project. If not needed, please add N/A

Staff/Volunteer Time	Senior staff, including Susan Spence and the Manorview Foundation team, dedicated significant time to develop the project idea, set up surveys, engage the community, and plan services.
Facilities / Workspace	The Hub was created within a former function space owned by the Manorview Group on Coatbridge Main Street, which was repurposed to serve as a fully equipped community venue.
Equipment	Basic kitchen equipment was required to provide food at every session, alongside recreational equipment like a pool table for youth groups and furnishings for session spaces.
Local Knowledge	Extensive local knowledge was gathered through early community surveys and open groups, identifying the needs and preferences of Coatbridge residents to shape the services offered.
Food and Drink	Food provision was essential from the start, ensuring every session offered free meals or snacks to support families experiencing food poverty.

Did any barriers have to be overcome when developing the initial idea of the project?

<i>No</i>	<input type="checkbox"/>
Yes	<input checked="" type="checkbox"/>

A key initial barrier was securing suitable premises. As a newly registered charity, The Hub was not eligible for asset transfer. This challenge was overcome by repurposing premises already owned by the Manorview Group, allowing the project to move forward without delay.

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Did anything in particular enable development of the initial idea of the project?	
	No
	Yes ✓
The use and redevelopment of premises owned by the parent company made it possible for the project to grow from its initial idea.	
How long did it take between having the initial idea and starting the project?	
It took two to three years to formally establish the foundation.	
Who made the decision to introduce the project?	
Steve Graham, founder of Manorview Group, supported by Susan Spence and the Manorview Foundation team.	

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Early Development – Pilot Project or Feasibility Study

Was there a pilot project or feasibility study?	
No	✓
Yes, a pilot project	
Yes, a feasibility study	
What did the pilot study or feasibility study involve?	
<p>Note: Despite there being no official pilot study, during the projects first six months of operation open group sessions were held at The Hub, with extensive surveys with the local community conducted to understand their needs and preferences.</p>	

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Accessing the Service and Engaging with Service Users

Is there a referral process?	
No	
Yes	✓
<p>Referral is a key pathway for people to access the project, although it is not the only means of engagement. The Hub works closely with the Coatbridge Consortium, a network of local third-sector organisations co-ordinated by Voluntary Action North Lanarkshire (VANL) to enhance community initiatives. It is also an active member of the Coatbridge Community Board, a community-led body that brings together residents, local councillors, public services, and voluntary organisations to identify and address local priorities. Through these partnerships, The Hub has established strong connections with local social work teams, health visitors, and community groups such as the Kirkshaws Neighbourhood Centre. These relationships facilitate referrals and ensure individuals in are directed to appropriate services and support they need.</p> <p>Referrals are not exclusive; individuals can also self-refer by messaging the Hub’s Facebook page or contacting staff directly. There are no strict eligibility criteria, the Hub operates on an open, inclusive basis — but certain groups (e.g., parent-and-baby) may be targeted to specific needs identified in community engagement.</p>	
Is referral the only way that potential clients are made aware of the project? (tick one of the boxes below)	
Yes	
No	✓
Other than referral, how do potential clients come to know about the project?	
<p>In addition to referrals, people often find out about The Hub through social media, word-of-mouth, and local community groups. The Hub is particularly active on Facebook and Coatbridge community boards, which helps raise direct awareness of services and events.</p>	
What is the most common way through which users typically access the service?	
<p>The most common way is through social media, where they can contact the project directly to find out more or join activities.</p>	
Do you take steps to keep in touch / reach out to service users?	
No	

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	Yes
The Hub maintains contact with service users primarily through social media platforms, where it posts updates, responds to enquires, and shares information about sessions. It also gathers feedback through regular community surveys to help adapt services over time.	✓

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Working with People with Lived Experience of Poverty

Are those with lived experience of poverty involved in <u>delivering</u> the project?		
	No	✓
	Yes	
<p>Those with lived experience of poverty are not yet directly involved in delivering the project, but there are plans to change this. Manorview Foundation is currently developing a pathway through its Manorview Pathways programme to create future opportunities for those with lived experience of poverty to contribute as part of the delivery team.</p> <p>Some service users from the Hub who have lived experience of poverty are now involved as volunteers, providing support at different groups within the project.</p>		
Are people with lived experience of poverty involved in <u>managing</u> the project or project governance?		
	No	✓
	Yes	
Are people with lived experience of poverty involved <u>in any other aspect</u> of the project? <i>If so, please describe below.</i>		
	No	
	Yes	✓
<p>Some service users from The Hub who have lived experience of poverty are now involved as volunteers, providing support at different groups within the project.</p>		

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Leadership, Governance and Partnership Working

Who is responsible for managing the project?	
Susan Spence, Manorview Foundation Lead.	
Is this the only responsibility of the person managing the project?	
Yes	
No	✓
<p>Susan Spence is the Lead for Manorview Foundation, which operates across four pillars:</p> <ul style="list-style-type: none"> • Manorview Communities – including The Hub and local outreach • Manorview Pathways – focused on employment and work experience opportunities • Manorview Moments - delivering special events such as Christmas parties for children • Manorview Roots - addressing homelessness through projects such as street food support in Glasgow <p>Managing The Hub is one part of this wider remit.</p>	
What proportion of the manager’s overall workload is given over to this project?	
Most of it	✓
About half of it	
Just a small proportion of it	
Is there a Project Steering or Advisory Group?	
No	✓
Yes	

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Are any other governance arrangements in place to review strategy and performance?	
No	<input checked="" type="checkbox"/>
Yes	<input type="checkbox"/>

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Links to Wider Policies, Strategies and Statutory Requirements

In your opinion, is the project aligned with national and/or local anti-poverty strategies and priorities (e.g., local authority or health board priorities)?		
Don't know		
No		
Yes		✓
<p>The Manorview Foundation is a member of the Poverty Alliance and actively uses its guidance and resources to help shape its anti-poverty approach. Staff also attend seminars and learning events hosted by the Alliance, helping ensure alignment with national priorities and best practices in tackling poverty across Scotland.</p>		
In your opinion, has the project benefitted from being part of this anti-poverty strategy?		
Don't know		
No		
Yes		✓
<p>Membership of the Poverty Alliance has provided access to guidance, best practice examples, and peer learning opportunities that have informed the project's development and delivery.</p>		
Is the project part of any other strategy?		
Don't know		
No		✓
Yes		
In your opinion, has the project benefitted from being part of this strategy?		
Don't know		
No		
Yes		
Is the project delivering a service that is a statutory commitment?		

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	No	✓
	Yes	

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Funding

Has external funding been secured to support the work?		
	No	<input type="checkbox"/>
	Yes	<input checked="" type="checkbox"/>

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Please provide details of the external funding that was used secured to support this work?	
Which organisation provided funding?	National Lottery Awards for All (1-year funding, expiring July 2024) Tesco grant (2023) Local community grant for a parent-and-toddler group Cash for Kids grant (Easter 2024)
What was the specific funding stream/source/scheme?	National Lottery Awards for All, Tesco Community Grant, Cash for Kids Easter Grant, Local Community Grant (unspecified).
How much funding was secured?	The total combined value of all grants secured over the two-year period is under £20,000.
For how long has funding been secured?	All grants were one-off awards, although they come from schemes that allow for annual reapplication. Additional small grants have been secured, totalling fewer than 10 awards since launch. Duration of most external funding has been short-term (typically one year).
Is future funding from the same external source a possibility?	
	Don't know <input checked="" type="checkbox"/>
	No <input type="checkbox"/>
	Yes <input type="checkbox"/>

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Has a specific sum been secured from the host organisation to support this work?		
	No	<input type="checkbox"/>
	Yes	<input checked="" type="checkbox"/>
Please provide details of the funding that was used secured from the host organisation to support this work?		
How much funding was secured?	Exact figure not available. Manorview Group supports The Hub covering rent, rates, premises and operational support.	
For how long has funding been secured?	The Hub is currently sustained by support from the Manorview Group; however, the Foundation aims to become more self-sufficient. The support from the Manorview Group is ongoing for now without a defined end date.	
Is future funding from the host organisation a possibility?		
	Don't know	<input type="checkbox"/>
	No	<input type="checkbox"/>
	Yes	<input checked="" type="checkbox"/>
Is future funding from the host organisation based on pre-agreed outcomes or outputs being delivered?		
	No	<input checked="" type="checkbox"/>
	Yes	<input type="checkbox"/>

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What are the future - longer-term - prospects for this work if existing funding sources were no longer available?

If existing funding from the Manorview Group was no longer available, the project would struggle to continue in its current form. External funding alone is not sufficient to sustain The Hub, and the project is currently reliant on in-kind support from the Group. However, the Foundation's long-term aim is to become more self-sufficient by developing stronger independent income streams, partnerships, and funding strategies. This work is ongoing.

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Staffing and Resources

Do existing staff from the host organisation contribute toward the work of this project as part of their broader work for the organisation?		
	No	
	Yes	✓
The project benefits from support services such as finance, marketing, and general operations provided by the Manorview Group. These functions are essential to the day-to-day running and promotion of the project, particularly as The Hub itself is managed by a small, dedicated team.		
Are existing staff from the host organisation paid extra (for example, taking on extra hours) to contribute toward the work of this project?		
	No	✓
	Yes	
Have additional paid staff been employed to contribute toward the work of this project?		
	No	
	Yes	✓
Additional paid staff have been employed, including a Community Learning and Development student on placement and a General Kitchen Assistant through a Routes to Work placement.		
Are volunteers involved in delivering the project?		
	No	
	Yes	✓
Volunteers include former service users who help deliver activities and support groups at The Hub.		

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Are specific resources – other than staff/volunteer time and money - needed to support the delivery of the project?			
No		Yes	✓
Please provide details of the resources that are required to deliver the project? <i>If not needed, please add N/A</i>			
Facilities / Workspace	The Hub operates in a dedicated part of a building owned by the Manorview Group, providing session space for group activities, youth clubs, adult classes and community gatherings.		
Equipment	Kitchen equipment for preparing meals at each session; recreational equipment such as pool tables for youth activities; and general materials like, tables, seating, and craft supplies for group sessions.		
Local Knowledge	Understanding of local community needs gathered through regular community surveys and open groups These sessions are similar to focus groups where community members can attend and share their knowledge and opinions. Strong connections with local social work, health visitors and community boards help tailor services to local need.		
Food and Drink	Meals, snacks and drinks are provided free at each session, including pizza nights at youth groups. Meals are intended to support families who may struggle with food poverty, and second helpings are available for those who need it.		
Are any of the resources needed to deliver the project provided in-kind, rather than budgeted from project funds?			
		No	
		Yes	✓
The premises, operational support services and rates are provided in kind by the host organisation rather than being budgeted from project funds.			
Were new IT systems, additional software, or upgrades to existing software (databases, Apps) required to deliver this project? <i>(tick one of the boxes below).</i>			

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	No	✓
	Yes	
Was additional training – for staff or volunteers - required to deliver this project?		
	No	
	Yes	✓
Protecting Vulnerable Groups (PVG) checks were completed for all staff and volunteers involved in delivering The Hub’s services. No additional formal training was required beyond this nor is there no formal structured training programme is in place at present.		

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Monitoring and Evaluation

Is there baseline data to describe what things were like before the start of the project?		
	No	✓
	Yes	
<i>Note:</i> No formal baseline data was collected, but early community surveys and engagement sessions provided informal insights into local needs.		
Is the difference that the project is making measured or monitored by the host organisation?		
	Yes	✓
	No	
Who within the host organisation is responsible for monitoring the impact of the project?		
Susan Spence, the lead of the Manorview Foundation, is responsible for monitoring and measuring the project’s impact.		
How often is the impact of the project monitored or measured by the host organisation?		
From first point of engagement and include:		
<ul style="list-style-type: none"> • Attendance is recorded for each session, with repeat attendance also monitored. Feedback is gathered through: • Short surveys at sessions, adapted for the audience (e.g., informal “what do you like most?” with children, more structured questionnaires with adults) • Periodic community surveys to assess wider needs • Observations and qualitative feedback from staff and volunteers • Assessment of impact on mental health and wellbeing is primarily qualitative, based on participant and staff feedback, and observed changes in confidence, engagement, and social connections. No formal clinical or quantitative wellbeing measures are currently used. 		

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What methods, techniques or strategies are used by the host organisation to measure the impact of the project?

Methods include attendance tracking, community surveys, feedback forms, informal conversations, and ongoing service adjustments in response to user input.

What information is collected by the host organisation about the project? (tick one of the grey boxes for each)

Number of users	Yes	✓	No	
Profile of users	Yes	✓	No	
Experience of users	Yes	✓	No	
Outcomes for users	Yes	✓	No	
Anything else	Yes	✓	No	

The project also collects attendance frequency, service-specific feedback, and community needs data to inform ongoing service development.

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Has the data that has been collected by the host organisation been used to adapt the way the project works?		
	No	
	Yes	✓
The data collected has been used to adapt the project, such as changing session times based on survey feedback and launching nine new classes to better meet updated community needs.		
Has an external organisation been employed to formally evaluate the project?		
	No	✓
	Yes	
Is there an intention to undertake your own formal evaluation in the future to estimate the impact of the project?		
	Don't know / no current plans	
	No	✓
	Yes	

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Impact

To what extent have the aims of the project been achieved?	
Fully met	
Making progress toward meeting Aims	✓
Not making progress	
The project is making strong progress toward achieving its aims, with ongoing community development and adaptation to meet evolving community needs.	
What difference has the project made?	
The Hub has made a significant difference by offering a safe, welcoming space for young people and adults. It has improved mental health and wellbeing, reduced social isolation, provided free meals to families facing food poverty, and helped promote stronger community connections.	
Have conditions or demand changed since the project was introduced?	
No	
Yes	✓
Has the project had the capacity to meet these changing conditions and demand?	
Yes	✓
No	
The project has adapted to changing conditions and increased demand by expanding services. However, high demand for youth activities has led to waiting lists, and the team are exploring ways to manage capacity more effectively.	

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Has the project changed through time?		
		No
		Yes ✓
What changed	The Hub added nine new classes, adjusted session times, introduced membership and waiting list systems and adapted services to meet evolving community needs.	
Why has it changed	The project changed in response to evolving community needs identified through regular surveys and feedback.	
Has the project had any unexpected or unintended outcomes?		
		No
		Yes ✓
The project has exceeded expectations by significantly improving the mental health and wellbeing of local families. It has also raised community awareness of available support services and local initiatives.		
In your opinion, is the project having an impact on tackling poverty?		
		No
		Yes ✓
The project is having an impact on tackling poverty. The Hub supports families by providing free meals, offering safe spaces for children and adults, reducing isolation, improving mental health and making activities accessible at no cost, which helps relieve financial pressure on those living in poverty.		

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Learning from Experience

What is working well?	
Community engagement, especially with children aged 7-12 and strong social media outreach are working very well.	
What, if anything, is working less well?	
Engaging teenagers aged 14-17 has been more challenging, with lower attendance than hoped.	
What are the key learning points that you'd like to share with other practitioners?	
<ul style="list-style-type: none"> • Strong local partnerships are essential: Joining community boards, consortiums and working closely with third sector organisations helps a project grow and succeed. • Constantly listen to the community: Regular surveys and feedback help the project adapt to changing needs and stay relevant to the people it serves. • Effective use of social media: Strong digital presence and communication through social media massively increases awareness, engagement and community participation. 	
Are there plans to develop or expand the project in the future?	
No	<input type="checkbox"/>
Yes	<input checked="" type="checkbox"/>
There are plans to expand in the future, with a current focus on strengthening existing services and eventually opening additional hubs.	
How easily do you think this project could be replicated in another setting?	
Replication would be challenging without significant organisational support, particularly for funding, premises and operational infrastructure.	

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