



# LOCKERBIE WELL- BEING CENTRE

Transforming Economic, Social and Community Well-being in Lockerbie

BUSINESS PLAN  
JUNE 2021  
CEIS

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# 1 Executive Summary

Following reorganisation of DGC services, Lockerbie Old School Building was declared surplus. As part of the 2013 Lockerbie Masterplan, the community came together to form a SCIO in July 2014 called the Lockerbie Old School Community Hub (LOS).

Since that time, local consultations, masterplanning, and a Community Action Plan have emerged. Alongside this, Lockerbie Old School Hub group have commissioned site feasibility and usage studies, have explored a range of options, business development and partnership opportunities, carried out significant levels of consultation, to reach the stage we are at today. All of this points to a strong desire for change in Lockerbie, with the Old School site acting as catalyst.

**The need for change is highlighted through an extensive community well-being study, conducted through surveys and secondary research in 2021.**

This Business Plan proposes the **Lockerbie Well-being Centre**, a focal point for transformation, promoting a well-being economy within Lockerbie and surrounding areas. The project will comprehensively refurbish the 140-year-old former Dryfesdale Old School building site, considered iconic by local people, creating a new Community Well-Being Centre and social housing on the former site.

It is the direct outcome of public consultations about the social and economic issues facing Lockerbie, the differences and changes people want to see in their town. It has been developed through collaborating with the local community, anchor social enterprises, local organisations, local business, learning providers and creatives, and Cunningham Housing Association.

The Well-Being centre will be animated by experts who will focus on direct programming to promote economic and social well-being. Its spaces will be branded by purpose, comprising:

- The Learning Zone (Training, Lifelong Learning and Business Event Space)
- The Makery (Creative Thinking and Enterprise, Learning and Workshopping)
- The White Box (Social, Health and Well-Being Programme Space)
- Therapy Spaces (Mental Health and Well-being Practitioners, Business Coaching and Surgeries, Citizens Advice, Welfare Advice) (3)
- Work pods/Hot Offices (Homeworking and self-employed) (2)
- The Social Enterprise in Residence Zone (accommodation for established and new enterprise with social aims) (6)
- Future Vision Room (For Businesses and Group Planning and Meetings)
- The Welcome Foyer for showcasing history, achievement, digital access and learning

The overall cost of the capital project is **£5.2m (May 2021)** and the aim is to open the doors on the new initiative in September 2023.

## 2 Introduction & Background

### The Case for Change in Lockerbie

Lockerbie is located approximately 70 miles from Glasgow, 12 miles from Dumfries and 20 miles from the English border, within the Dumfries and Galloway Council area. It bears all the hallmarks of a small independent town. Enterprising by nature, at one time the town was home to a raft of independent retailers. Its historic rural environment, and sense of community spirit, are vital parts of its character.

Small towns are important to Scotland's economy. Education, learning and enterprise are critical in attracting families and retaining young people. A common risk in small towns nowadays is that town centres struggle and innovate ways to address this are needed. Community and cultural activities and a safe and attractive environment are an important part of development strategies for small town centres.

Typical of Scottish small towns, the public sector is a key provider of professional job opportunities, especially for women. Good job diversity, and opportunities for decent work which supports a family, is critical. The role of the private sector and social enterprise sector in creating this environment is crucial.<sup>1</sup> Key businesses in Lockerbie include Arla Foods, Lockerbie Creamery, DS Smith and Tesco. The Steven's Croft site is also a major business location to the north of the town. It is recognised that many people who live in Lockerbie, particularly newer residents, commute to work elsewhere.

Current population estimates indicate it is growing, estimates vary, with latest NRS statistics (2019) indicating that 4966 people live in the local area.<sup>2</sup> Statistics indicate the population is aging faster than average, and shows a decline in the number of young families.

Lockerbie, like many small towns, is facing many challenges as we emerge from the global pandemic. The community faces issues which pre-existed, but may now be exacerbated by, Covid-19.

The Social Economy is in decline; the town centre has seen a significant loss in retail diversity. While unemployment is low, there just aren't enough local jobs which pay enough to support young families. More young families are slipping into poverty. It faces an exodus of its young people. Opportunities to create and innovate, to contribute, are reducing. Opportunities to learn and train in the wider community are practically non-existent. The population is still growing but at the same time bringing new challenges. There is evidence indicating a community in need of stimulus to stem economic, social and health and well-being challenges as well as the immediate impact of Covid 19.

### Lockerbie Old School

The Victorian former Dryfesdale Old School building, known as the Old School, has been at the heart of the local community in Lockerbie for over 140 years. In 2010 the Council declared the building surplus to requirements and it has stood shuttered and vacant since then. A public meeting in 2013 identified positive interest in developing the Old School as a community asset. A group of local people came together to drive this project forward, formalising the group into the Lockerbie Old School (LOS) Community Hub in July 2014.

### The Opportunity

Following Consultation with Lockerbie residents during Lockdown in 2021, and a study of community well-being, there is an opportunity for Lockerbie Old School to become a Centre for Community Well-Being: a focal point in the town centre for promoting a well-being economy, addressing social and economic well-being issues, realising the community's ambition, regenerating the town, and supporting recovery from the impact of Covid-19.

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<sup>1</sup> Hague C. 2013. Small Towns in A Small Country. Built Environment Forum Scotland. Online at [www.befs.org.uk](http://www.befs.org.uk). Accessed 21 April 2021.

<sup>2</sup> NRS. 2019. Total population by sex, 2011 Data Zone area, and council area, 2001 to 2019. Online at <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/2011-based-special-area-population-estimates/small-area-population-estimates/time-series#2019>

## Community Priorities and Outcomes

Community Priorities	By.....	Outcomes- Changes the Community Want
<b>Whole Community Benefits</b>	Pursuing the vision of a well-being economy, with a Community Well-Being centre as an agent for change...	<ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Improved physical health</li> <li>• Better access to learning and training</li> <li>• Key services available in the town</li> <li>• Young People are engaged, learning, motivated, have improved life chances</li> <li>• Reduced social isolation and loneliness</li> <li>• Lockerbie is a more attractive place to live and work</li> <li>• Community Groups are growing and Sustaining</li> <li>• Businesses are growing</li> <li>• More places for communities to meet, learn, contribute and connect</li> </ul>
<b>Nurturing Young Talent</b>	Offering space and young entrepreneur programmes, opportunities to volunteer, learn and train, lead and participate in meaningful activity	<p>More young people:</p> <ul style="list-style-type: none"> <li>• learn new skills</li> <li>• are connecting to their community</li> <li>• have Increased aspirations</li> <li>• are engaging in training and development opportunities have improved job prospects</li> <li>• are starting their own businesses</li> <li>• are encouraged to stay in Lockerbie</li> </ul>
<b>Creating Opportunities for Older People, Vulnerable and Disadvantaged Groups to participate, contribute and belong/reducing social isolation</b>	Offering inspiring spaces for community well-being, with 1) targetted supports to develop new social networks, new groups and 2) access to social cultural and community programmes.	<p>More people in Lockerbie:</p> <ul style="list-style-type: none"> <li>• are active participants, volunteers and contributors.</li> <li>• Are accessing learning and personal development opportunities</li> <li>• Are creating and participating in new groups and new social activities</li> <li>• Feel included</li> </ul>
<b>Bringing Services back to the town</b>	1) Providing space for key services and social enterprises to use in the Town, and 2) a focal point for local people to bring forward solutions to gaps in services	<ul style="list-style-type: none"> <li>• People are able to access support, advice, therapies, care and help they need</li> <li>• CAB, advice services, Day-care, supports, Transport and Home support services are available in the town</li> <li>• More people and groups in Lockerbie are engaging in creating new Services, Networks, and initiatives which meet need</li> </ul>
<b>Increasing Access to Learning and Development Opportunities</b>	Offering learning and training facilities coupled with creative programming, designed to meet needs and aspirations of all parts of the community	<p>More people in Lockerbie:</p> <ul style="list-style-type: none"> <li>• Are learning new crafts or creative skills</li> <li>• accessing lifelong and informal learning</li> <li>• Improved digital skills</li> <li>• Improved motivation</li> <li>• Increase aspirations</li> <li>• Improving people's job prospects</li> </ul>
<b>Enabling enterprise and sustainability</b>	Offering High quality business space, supports, mentoring	<ul style="list-style-type: none"> <li>• Businesses and Community Groups access help to develop and sustain</li> <li>• Existing and new community organisations will grow</li> <li>• Social Economy will grow</li> <li>• Businesses can access advice, support and quality training and meeting facilities</li> <li>• New starts will grow</li> <li>• Local businesses will grow</li> <li>• The town will be more attractive to families and young people</li> </ul>

- There will be more and better employment opportunities

## This Business Plan

### Sets out

- Evidence which drives the LOS vision to reimagine the building as a focal point for change, for social and economic well-being.
- A Vision based on the Case for Change
- The Community Well-Being Centre Offer
- People, Operational, Marketing and Financial Strategies to support delivery of this vision.

### 3 Strategic Review

Lockerbie PESTEL

## POLITICAL

- **National Strategic Recovery Plan -**
- **Dumfries and Galloway Economic & Development Plan**
- **D&G Renew and Recovery Action Plan**
- **Tackling Poverty and inequality in D&G 2021**
- **South Of Scotland Third Sector Response and Recovery Plan**

## ECONOMIC

- Diminishing Retail Sector, with smaller range and fewer retail outlets per comparator areas
- Declining Social Economy - losing nearly £400,000 turnover in 2 years pre-covid
- Families living in Fuel Poverty at levels higher than DG and Scottish Average
- Evidence of significant and growing in-work Poverty
- Average Household Income is lower than D&G - and national Averages
- Qualifications - 61% of adults have no or level 1 Qualifications, in the Annandale and Eskdale locality.
- Local work opportunities are predominantly in Public Sector, Retail, Administrative, Elementary occupations, Processing - many in 'Severely Disadvantaged' occupations
- Zero Access to training and development opportunities in Lockerbie

## SOCIAL

- Crime levels higher than average
- Exodus of Young people
- Growing Older population
- higher percentage of people with a physical disability (8.21%), deafness or partial hearing loss (9%) and other condition (20.95%) in Lockerbie, almost a third (32.8%) of people in Lockerbie are living with a long-term health condition Poor dental health by P7
- a quarter of children (25%) in the Annandale North ward are living in poverty .
- Growing Mental Health & Well-being Issues, exacerbated by Covid -19
- Covid-19 deaths disproportionately high for Dumfries and Galloway and Scotland average
- Indoor Spaces for Community oversubscribed with limited accessibility
- Limited Range of community social or development activity
- Lack of development and social support activity for vulnerable & disabled people
- Lack of Activity for Young people
- Lack of Activity for Older people

## TECH

- In comparison to other Scottish local authority areas, Dumfries and Galloway showed a high likelihood of exclusion in both digital and social indicators. In relation to digital indicators, the local authority had the highest percentage of low broadband speeds (13%); the highest percentage of households that did not receive 4G mobile data from all providers (42.26%); and the highest percentage of adults who had not been online for the last three months (13.7%).
- High levels of frustration expressed during Lockdowns of lack of Connectivity for Homeworkers, Students and young people still at school in Lockerbie

## ENVIRONMENTAL

- **CERG Green Recovery Strategy**
- Aims to move Scotland towards a net-zero economy, while recovering from the COVID-19 crisis
- **Lockerbie**
- SIMD -Lockerbie has above average numbers of people living within 500m of a derelict site
- Less greenspace than comparator towns
- Strong interest in conservation/wilderness/com m farm evidenced by number of land-based organisations registered with OSCR
- Strong interest in growing and gardening
- Desire for outdoor meeting space
- Tracks, Trails - outdoor/ walking Natural Assets
- Farming, agricultural on doorstep
- SW400 is opportunity?
- Circular Economy? Gap?

## LEGAL

- Community Asset Transfer has allowed LOS to own the derelict old School
- Costs of maintaining derelict building
- Planning Process Planning and building Regulations
- Health and Safety - Covid compliance will be an ongoing feature, anticipating changes, future-proofing
- Tax - consider implications for future LOS structure
- Carbon-Neutral targets/regulation

## Policy Context

### National Recovery Strategy: A Well-Being Economy

The concept of Economic Well-Being is at the centre of Scotland’s approach to recovery from the Covid-19 pandemic. At the root of this, the National Recovery Strategy focuses on the creation of A Well-Being Economy, made up of three key strands: social well-being, economic well-being and environmental well-being.

The vision is rooted in the idea that economic progress and prosperity can only be achieved through inclusion – tackling inequality, especially inequality of opportunity, and targeting those disproportionately affected by Covid – in this, young people, Women and Disabled people are named as priority groups. Growth will come from building on strengths: Human, Natural, Social and Economic. Resilience will come from all people and communities benefitting from, and contributing to, our economy and society; making both shock proof and future proof in the process.

### Local Strategies – Priorities and Implications

Policy	Priorities and Implications for Designing Solutions in Lockerbie
Dumfries and Galloway Economic & Development Plan	<ul style="list-style-type: none"> <li>• Improve the level of skills within our communities and workforce</li> <li>• Create a vibrant culture of opportunity in the region to retain and attract people of working age and improve the competitiveness of individual businesses.</li> <li>• Capitalise on the Region's Entrepreneurial spirit to increase productivity and provide for business-led growth</li> </ul>
Local Masterplan	<ul style="list-style-type: none"> <li>• Developments must link to sustaining the Town Centre</li> </ul>
D&G Renew and Recovery Action Plan	<ul style="list-style-type: none"> <li>• Prioritises building the Local Economy, protecting our most vulnerable, inclusiveness, and addressing Climate Change</li> <li>• Recovery Themes: Schools and Learning, Economy and Business, Inequalities and Vulnerability, Local Communities</li> <li>• Keywords Transformation and Innovation</li> </ul>
Annandale and Eskdale Locality Plan (Dumfries and Galloway Health and Social Care Integrated Joint Board)	<ul style="list-style-type: none"> <li>• Key Focus: Reducing Health Inequalities</li> <li>• enabling people to take personal responsibility for their health and well being</li> <li>• finding new solutions and ways of working with local people and local communities to improve individual health and well being</li> <li>• supporting people to make positive lifestyle changes</li> <li>• making sure that the most vulnerable members of our communities are supported to live as independently as possible within their own homes or within a homely setting</li> </ul>
Tackling Poverty and inequality in D&G 2021	<ul style="list-style-type: none"> <li>• Support the development and delivery of projects, services and practices which:</li> <li>• Directly increase the amount of money in people’s pockets.</li> <li>• Reduce the financial pressures on people in poverty.</li> <li>• Increase individual, household and community resilience to poverty.</li> <li>• Reduce barriers to accessing services that tackle poverty</li> <li>• Reduce the poverty-related barriers to accessing services generally.</li> </ul>
CERG Green Recovery Strategy	<ul style="list-style-type: none"> <li>• Aims to move Scotland towards a net-zero economy, while recovering from the COVID-19 crisis</li> <li>• City and Town Infrastructure Transformation Programme: addressing social distancing challenges (especially providing more support for walking and cycling); and develops into a large-scale infrastructure stimulus, transforming cities and towns to make them lower-carbon and more liveable</li> <li>• Retrofit buildings for a net-zero Scotland</li> <li>• Investment in energy efficiency and low carbon heating = job creation stimulus in the building trades in every part of the country, with numerous social, health, and economic co-benefits.</li> <li>• Rural jobs creation programme</li> </ul>

	<ul style="list-style-type: none"> <li>• With rural areas likely to be particularly badly hit by the economic effects of this crisis, and with large amounts of climate emergency work that needs to take place on our land</li> <li>• Green Enterprise Support</li> <li>• Additional financial support for companies emerging as a result of the systemic shock to the economic system - support for new green businesses and social enterprises</li> </ul>
<p>The South of Scotland Third Sector: A Partnership Approach to Covid-19 Response and Recovery Planning (August 2020)</p>	<p><b>Keep it Local, Keep it Place-Based:</b> Multiagency locality hubs for joint working at community level; people in communities are key to driving positive change and benefits within those communities. Key areas of need are community transport, employability, digital inclusion and community development.</p> <p><b>Beneficiaries Are at The Heart of Everything We Do:</b> A vision-led economic strategy which empowers communities; an agreed model for measuring social return on investment should be included in the strategy; Enabling communities to make the most of their infrastructure and assets; Communities to bring forward proposals for development.</p> <p><b>Financial Sustainability is Vital:</b> New funding models that enable the sustainability of third sector organisations and support the third sector to deliver its part in a robust wellbeing economy; new funding for community-based projects, commitment to longer term funding i.e., multiple years rather than one year at a time. Recognition of third sector as key providers in a well-being economy.</p> <p><b>Volunteers are the Lifeblood of Communities:</b> Greater emphasis on volunteering and volunteering support mechanisms as component parts of the local economic strategy, especially for young people. Ensuring solid volunteering strategies are in place which define the role of volunteering as an employment pathway and enable a vibrant, supported volunteering community</p> <p><b>Digital Working is our Default:</b> Improvements to the digital infrastructure across the South of Scotland, in partnership with Borderlands: Maximum community benefit from improved connectivity, including youth employment and skills development. Co-ordinated approach for enhancing digital skills across the South of Scotland, involving third sector providers. Support activities to include how to improve digital skills and infrastructure, and health and safety for home working.</p> <p><b>The Third Sector Are a Key Employer:</b> Recognition of Third Sector as a key employer and provider of experience covering a diverse business spectrum including tourism, arts, hospitality and services including training, employability, health and transport.</p>

## 4 Needs Analysis : Community Well-Being in Lockerbie

An international review of a raft of academic studies in 2018<sup>3</sup> sought to identify how to measure the extent to which well-being exists within a community. The study found that many factors connect to influence individual and collective well-being, and four common domains of well-being should be used to form an assessment: human, economic, environmental and social.

Economic domain indicators look at standard of living, finances, housing affordability, availability of 'good' jobs, i.e., with wage levels which would support a family. Social domain indicators look at social conditions, levels of engagement, opportunities to contribute, volunteer.

The study suggests that using such indicators as these below will allow a reasonable assessment of community well-being, so these will form the basis for building the evidence base for change in Lockerbie:

- Economic Well-being
- Consumer Well-being – extent to which local shopping facilities meet need
- Financial Well-being: Access to 'good' Job opportunities i.e., work which derives sufficient income to support a family
- Access to Education: the quality of local schools and availability of Learning opportunities and training within the wider community
- Health & Availability of Health/Care Services
- An Active community
- Availability of senior citizens programmes
- Availability of youth programmes
- Availability of leisure opportunities, recreation and social activity
- Environmental well-being, built environment, overall physical appearance of the community
- Transportation /Access
- Safety, Crime levels

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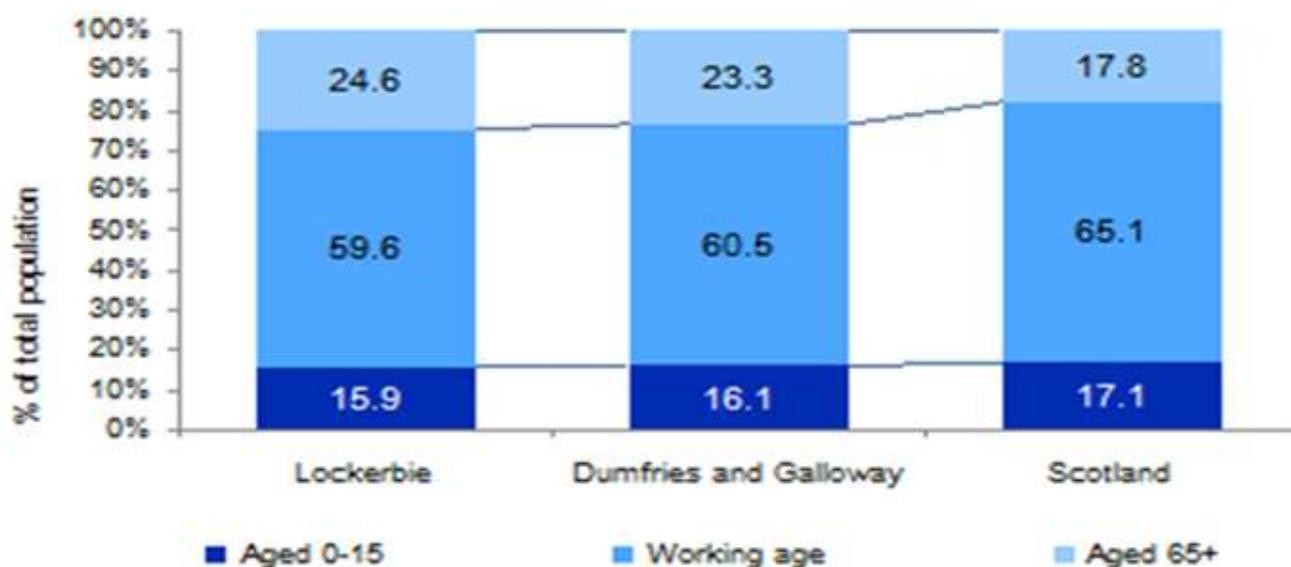
<sup>3</sup> Sung H, Phillips R. 2018. Indicators and Community well-being: Exploring a Relational Framework. International Journal of Community Well-being. Online at [www.researchgate.net](http://www.researchgate.net).

## Economic Well-Being

### Working Age Demographics & Job Diversity

Lockerbie is an area of relatively high employment and relatively low unemployment. There are high levels of self-employment, part-time, and an element of and seasonal working patterns.

Statistics show that the challenges facing Dumfries and Galloway are those associated with an ageing population. This ageing population tends to be women living on their own as they outlive men by an average of 4.8 years (female life expectancy at birth 81.5 years; male life expectancy 76.7 years). The number of older person households is projected to increase notably over the next ten years, particularly the 75+ age group which is expected to grow by 29.6%. Lockerbie's population has grown. Some of this growth is attributable to retiring incomers. The number of people in the 30-44 age group, those likely to have families with children, fell by 21.1% between the census years of 2001 and 2011. In 2013, the working age population was estimated at 59.6% of the total population.<sup>4</sup>



Key businesses in Lockerbie include Arla Foods, Lockerbie Creamery, DS Smith and Tesco. The Steven's Croft site is also a major business location to the north of the town. Food processing, Manufacturing, Public Sector and Sales are the main sectors offering local employment.<sup>5</sup> It is recognised that many people who live in Lockerbie, particularly newer residents, commute to work elsewhere. Those who work in the town experience lower wage jobs, and lower levels of household income compared to many other parts of Dumfries and Galloway, and Scotland.

The Understanding Scottish Places Town Audit identifies ways in which Lockerbie is out of step with comparator towns (Turriff, Castle Douglas, Kirkwall, and Kelso). Lockerbie has higher levels of the population in skilled manual (30.7%) and unskilled manual (34.9%) socio economic groups than in any other comparator. There is higher net migration<sup>6</sup> than comparator towns. Local sources indicate that young people are leaving the town to seek better opportunities elsewhere.<sup>7</sup>

## Financial Well-Being

### In-Work and Child Poverty

<sup>4</sup> ONS. 2013. Referenced on Business Case 2019 by Community Enterprise.

<sup>5</sup> ibid

<sup>6</sup> Understanding Scottish Places. 2011-16. Lockerbie. Scotland's Towns Limited. Downloadable pdf at <https://www.usp.scot/Town?mainTownName=Lockerbie>. Last accessed 21 Feb 2021.

<sup>7</sup> Community Enterprise. 2019. Community Survey. Available from LOS group.

In-work poverty has become a more prominent challenge in Scotland over time. In 1996-99, 38% of people in Scotland lived in relative poverty, but 52% of working age adults in poverty are now from working households and it is no longer the case that work by itself is a route out of poverty<sup>8</sup>. Low Household Income is a feature of the Lockerbie economic landscape, and some of this may be due to part-time work and an aging population. However, there are strong indicators that many children live in low-income households. Statistics on child poverty are of particular concern across Dumfries and Galloway, with 6,141 children (26.2%) across the region living in households below 60% median income before housing costs. This proportion has increased by 2.8% since 2015, the fifth highest increase amongst Scottish local authorities. At Annandale North ward level, including Lockerbie, a quarter of children (25%) are living in poverty<sup>9</sup>.

## Low Wages

Weekly Income in Lockerbie ranks fifth bottom for Dumfries and Galloway Towns. At an average of £478.53 per week in 2014, (£437-£548 across Lockerbie's five Datazones)<sup>10</sup> this is below the average weekly wage of £509 in Dumfries and Galloway, and national weekly average wage of £592.70 in 2019 (Nomis). While we understand the data we are comparing relate to different years, we have adjusted estimates for 2019. There is evidence that wages in Dumfries and Galloway are growing at a slower rate than the Scottish average; increasing by 4.9% compared with 9.6% nationally between 2015 and 2019<sup>11</sup>. Using this average to adjust 2014 values, household income in four out of five datazones provided in the source is below the Dumfries and Galloway average, and all are below the national average. Datazone S01007636, with the lowest household income levels at £135.12 below weekly national average, is directly adjacent to the site of the proposed Lockerbie Old School development.

Datazone	Area	Income 2014	Income 2019 Estimate	Dumfries and Galloway 2019	Scotland 2019	Difference Dumfries and Galloway	Difference Scotland
S01007635	Lockerbie	£459.98	£481.14	£509	£592.70	-£27.86	-£111.56
S01007636	Lockerbie	£437.46	£457.58	£509	£592.70	-£51.42	-£135.12
S01007637	Lockerbie	£465.37	£486.78	£509	£592.70	-£22.22	-£105.92
S01007638	Lockerbie	£458.88	£479.99	£509	£592.70	-£29.01	-£112.71
S01007639	Lockerbie	£546.19	£571.31	£509	£592.70	£62.31	-£21.39

## Food Parcels

During the pandemic, responses to our survey in Lockerbie aged 26+ suggest up to 50% were furloughed. Food parcels that were delivered across the Dumfries and Galloway region show that the Annandale and Eskdale Locality received 14,137 from May to August 2020. Whilst not as high as Nithsdale, this is significantly higher than both Stewartry: 1,655, and Wigtown: 9,635.<sup>12</sup>

## Low Wages – Impact on Housing Affordability

The house price-to-income ratio is used as an indicator of affordability and is calculated by dividing property prices by annual earnings. In Dumfries and Galloway, the average yearly wage is £24,565 and the average house price is £117, 695, giving an affordability ratio of 4.8.

<sup>8</sup> Working Age Poverty. (2019). ScotPHO. <https://www.scotpho.org.uk/life-circumstances/income-and-employment/data/working-age-poverty/>

<sup>9</sup> Dumfries and Galloway Child Poverty Action Report. (2018).

<https://dumfriesgalloway.moderngov.co.uk/documents/s22461/Local%20Child%20Poverty%20Action%20Plan%20Appendix%20FINAL.pdf>

<sup>10</sup> Dumfries and Galloway Council. 2020. Final Town Matrix DGC MLD.

<sup>11</sup> Earnings by Place of Work. (2020). Nomis. <https://www.nomisweb.co.uk/reports/lmp/la/1946157410/report.aspx>

<sup>12</sup> North Star. 2020. Poverty and Deprivation Position Report. Dumfries and Galloway Council. Online at <https://www.dumgal.gov.uk/media/23800/Report-Poverty-and-Deprivation-in-Dumfries-and-Galloway-2020/pdf/Poverty-and-Deprivation-Position-Report.pdf?m=637424348890330000>. Last accessed 21 April 2021.

In Lockerbie the affordability ratio is 6 – this is significantly higher than across the region which suggests that residents of Lockerbie are likely to be denied home ownership, based on their average annual salaries (£24,626.16) and the average house price in the area (£147,876).<sup>13</sup>

### Low Wages & Poverty-Related Attainment Gap

Pupil Equity Funding is part of a £750 million Attainment Scotland Fund invested over the current parliamentary term (2016 to 2021). Pupil Equity Funding is allocated directly to schools and targeted at closing the poverty-related attainment gap. The allocation of these funds is based on the uptake of free school meals from primary P1 to secondary S3. This formula for allocating funds is a critical one as this is a key indicator of a child or young person at risk of low attainment due to poverty, which can result in a lifelong cycle of health and economic inequalities. Closing The Gap in Scottish Education<sup>14</sup> drew attention to the scale and devastating lifelong impact of low attainment, and is the basis upon which the Pupil Equity Fund was created.

Dumfries and Galloway schools were allocated £2,789,520 Pupil Equity Funding from the Scottish Government in 2019. This allocation has increased by 2021 to £2,852,266, an uplift of 2%.<sup>15</sup> At Locality level, schools in Annandale and Eskdale (pop 38,303<sup>16</sup>) were allocated £631,290 in total. Of this Lockerbie Academy and Lockerbie Primary account for £61,560 and £56,160 respectively, representing 18.6% of the whole locality allocation.

In 2021, both the secondary and primary school allocations were increased at a significantly greater rate than the overall uplift for Dumfries and Galloway (2%), at 19% and 7.4% respectively, indicating the problem is worsening with more local children receiving free school meals.

School	Allocation 2019	Average per School per School Level D&G	Difference	Allocation 2021	Increase, As %age	Total D&G Increase
Lockerbie Academy	£61,560	£51,051	+\$10,509	£73,512	+19%	+2%
Lockerbie Primary	£56,160	£27,944	+\$28,216	£66,161	+7%	+2%

### The Impact of Covid on Work and Working Life

People aged 26+ described significant impacts on their working lives during the first year of the pandemic. The most common impacts were Increased childcare responsibilities (43%) Remote working (39.9%) and Furlough (26.14%), while Job Loss (6.8%) and Job change as a result of the pandemic (9.8%) affected fewer. Changes to working hours were also a common feature with 22% seeing an increase and 12% seeing a decrease. 17% reported having increased financial outgoings. Key issues included working from home, alongside providing childcare and home schooling, frustration with digital access, and freelancers/self-employed seeing contracts drying up.

Men were more likely to have been on furlough (50%), and less affected by increase in remote working (30%) or caring responsibilities (26%) indicating women were disproportionately affected by these factors.

Results suggest young people were disproportionately affected across a number of working life factors. Young people were almost twice as likely to have suffered job loss (13.5%) and to experience reduced working hours (23.6%) compared to adults (6.8% and 12.42% respectively); they were more likely to be furloughed (37%), or to be working remotely (50.5%) than those over 26. Key issues for them included problems with accessing the internet for study/homeworking, feeling demotivated, finding it harder to study, harder to find jobs.

<sup>13</sup> Dumfries and Galloway Council. 2020. Final Town Matrix DGC MLD.

<sup>14</sup> Joseph Rowntree Foundation. 2014. Closing The Gap in Scottish Education. Online Summary at <https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/education-attainment-scotland-summary.pdf>. Last accessed April 2021.

<sup>15</sup> Scottish Government. 2021. Pupil Equity Fund Allocations. Online at <https://www.gov.scot/policies/schools/pupil-attainment/> Last Accessed April 2021.

<sup>16</sup> Dumfries and Galloway Integration Joint Board. Annandale and Eskdale Locality Plan 2016-2019. Online at <http://dghscp.co.uk/wp-content/uploads/2018/12/Annandale-and-Eskdale-Locality-Plan.pdf> Last accessed April 2021.

Impact on Working Life	People aged 26+	Young People aged 15-25
More Caring Responsibilities	43.1%	49%
More Remote Working	39.87%	50.5%
Furlough	26.14%	37.68%
Increased Working Hours	22.88%	19%
Reduced Income	21.57%	25.4%
Increased Outgoings	16.99%	10.11%
Reduced Working Hours	12.42%	23.6%%
Change of Job as a result of Covid	9.8%	13.5%
Job Loss	6.8%	13.5%

## Economic Well-Being: Businesses Birth Rate

Lockerbie is described in the North Annandale Ward Profile as having a range of small independent shops, and various small businesses. Evidence gathered for the LOS business case in 2018<sup>17</sup> suggested a healthy interest from people wanting to start a business in Lockerbie and that Lockerbie was ‘punching above its weight’ in this respect. New business start-up enquires through Business Gateway were 65 in one year alone (2013). However, there may be an issue with the conversion rate into businesses. Only nine new businesses with a Lockerbie address have registered, according to Companies House records, since 2016. Five registered in the last two years.<sup>18</sup>: The most recent indicate a move online or no need for a shopfront.

## Self-Employment: Work Dried Up

It is estimated that around 8% of local people may be self-employed. While is hard to predict trends in the wake of a pandemic; 8% of residents who took part in our community survey in March 2021 told us they were self-employed at that time. 23% of these told us work and contracts had dried up as a result of Covid-19.<sup>19</sup>

Fewer people applied to the SEISS (Self-Employed Income Support Scheme) In Dumfries and Galloway than the Scottish average. 8,600 self-employed individuals were identified as potentially eligible for the SEISS scheme. The overall take-up rate for the first grant tranche in Dumfries and Galloway was 42% (Scotland: 54%), with an average value of £2,900 (Scotland: £2,800, Max £7500). Tranche 2 saw the highest number of applications with 6,200 claims averaging £2967, a total value of £18.4 million. The most recent data for December 2020 (Tranche 3) shows claim levels reduce once again to 42%, with 3,600 claiming a total of £10.4 million.<sup>20</sup>

<sup>17</sup> Community Enterprise. 2019. Lockerbie Old School Business Case. Available from LOS Committee.

<sup>18</sup> Companies house Registrations Download. Online at <https://www.gov.uk/government/organisations/companies-house>. Last accessed February 2021.

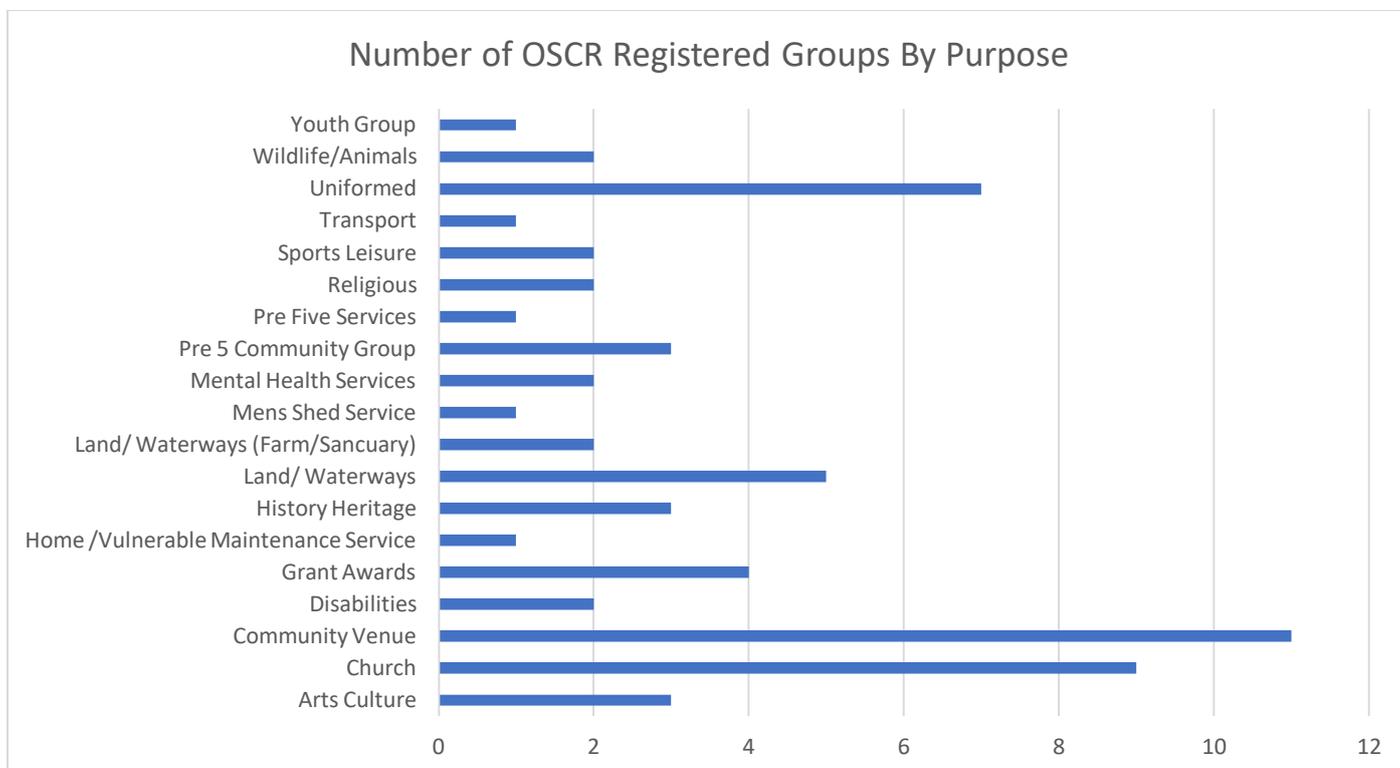
<sup>19</sup> CEIS. 2021. Lockerbie Old School Community Survey. Available from LOS Committee.

<sup>20</sup> Scottish Government. 2021. Self-employed Income Support Scheme Statistics. <https://www.gov.uk/government/statistics/self-employment-income-support-scheme-statistics-january-2021/self-employment-income-support-scheme-statistics-january-2021>

## Economic Well-Being: Declining Social Economy

### OSCR Registrations

61 Organisations in the DG11 postcode within a five-mile radius of Lockerbie have charitable status and are registered with OSCR (Office of the Scottish Charities Regulator). The table below shows their number and primary purpose.



### Declining Income

Collectively in 2019 organisations generated income of £3.842m, however in 2016/17 turnover was £4.238m.<sup>21</sup> This equates to a drop in income of £396,000, or 9.4%, bucking the national trend which shows Social Enterprise income increasing by 15.8%

Area	2017	2019	Change
Scotland	£3.8bn	£4.4bn	+15.8%
Lockerbie/Environs	£4.238m	£3.842m	-9.4%

### Fewer Active Social Enterprises

In 2017, Scotland saw 10% growth in the total number of Social Enterprises over the previous 2 years<sup>22</sup>, and 7.6% growth in the two years to 2019.<sup>23</sup> By contrast, In Lockerbie, the number of active social enterprises (i.e., generating income) had fallen by 2.2%. There have been 9 new organisations registered with OSCR since 2018, of whom only two were reporting an income the following year.

Area	2017	2019	Change + or -
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<sup>21</sup> OSCR. Search Charities DG11 Lockerbie. 2016-2019. Online at <https://www.oscr.org.uk/about-charities/search-the-register/register-search/>. Last accessed 24 Feb 2021.

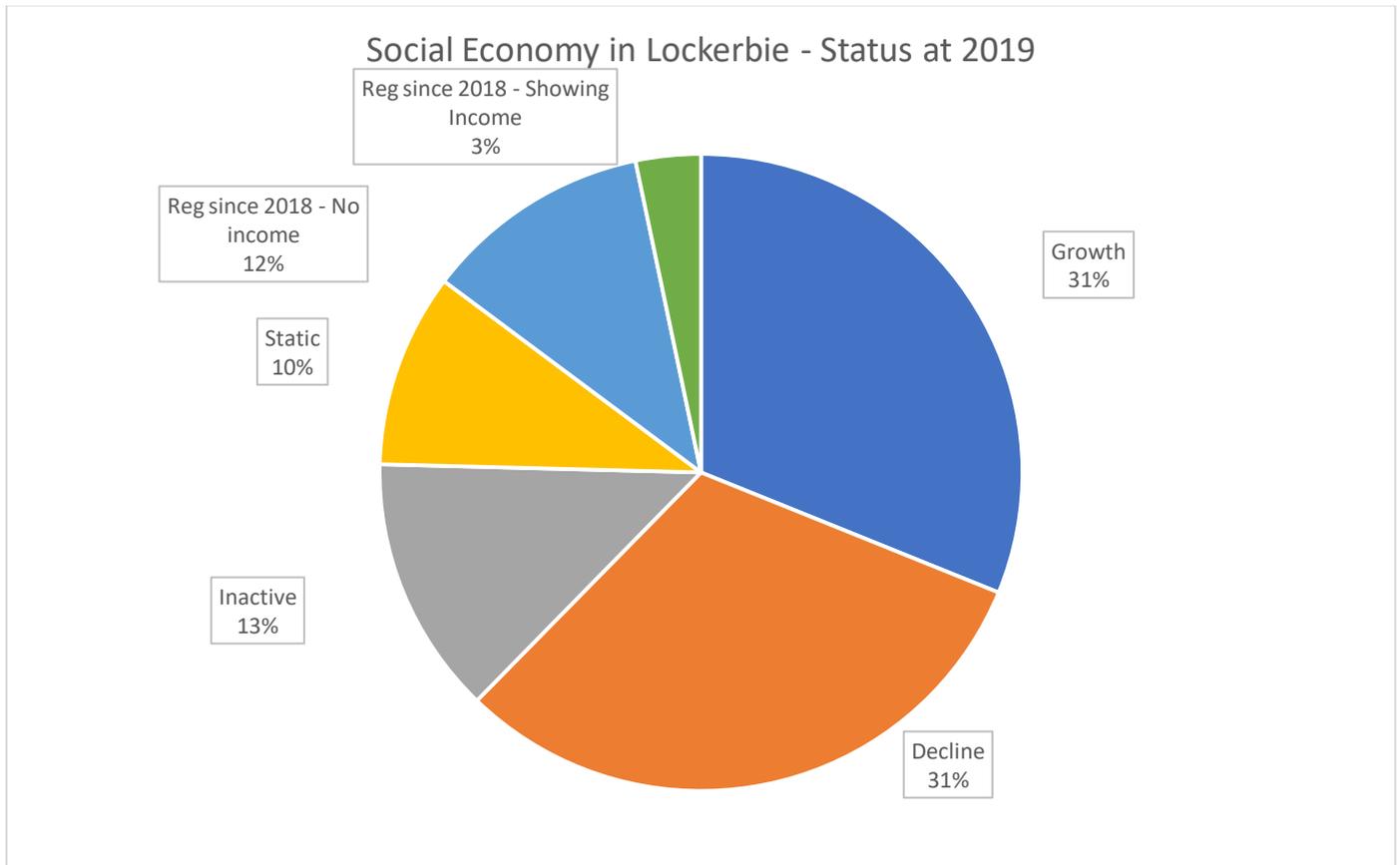
<sup>22</sup> Scottish Government. 2017. Social Enterprise Census Scotland 2017. Online at <https://www.gov.scot/publications/social-enterprise-in-scotland-census-2017-technical-report/> Social Value Lab. Last accessed 30 March 2021.

<sup>23</sup> Social Value Lab. 2019. Social Enterprise Census Scotland 2019. Online at <https://socialenterprisecensus.org.uk/>. Last accessed 30 March 2021.

Scotland	5600	6025	+ 7.6%
Lockerbie/Environs	46	45	- 2.2%

Lifecycles: New, Growing, Static, Declining, Inactive

The status of all 61 registered organisations is set out in the pie chart below. 7 are new registrations not generating any income (2 organisations registered in 2020.) 2 are new and generating income in, or after, their first year. 19 organisations are growing i.e., income has increased since 2016/17; 19 are showing declining income: many of these are rural halls. 6 are static, i.e., they have neither grown nor reduced their annual income. 8 are inactive, drawing in no funds.



With just 34% of organisations evidencing growth through increasing their annual turnover, Lockerbie’s social economy’s overall direction of travel is one of decline. The Pandemic adds further risk to this picture. More organisations may run the risk of decline and new organisations may struggle to get off the ground.

**Community Organisations – Issues Affecting Growth and Sustainability**

In a study commissioned by Lockerbie Community Council for the Community Action Plan published in June 2017, community-based organisations, both Social Enterprises and local level voluntary groups set out common issues affecting their ability to grow and sustain, including:

- the challenge of finding volunteers
- access to funding, particularly for ongoing administrative/management costs
- a need for greater support in accessing funding, particularly the complex business of submitting applications
- the need to co-ordinate community activity and
- let people know what’s on
- access to premises for community groups, especially longer term lets or where storage space is required

Although some complain that the local community is apathetic, the reality is that the voluntary sector does a lot. But the huge challenges of securing funding, permissions and volunteers mean that too much pressure is placed on too few people. More resources are needed. Money is a part of that, but access to expertise and space is also important.

Stakeholders in April 2021, local organisations or activists who are interested in creating new activities, new interest groups, or are or were unable to access suitable space in Lockerbie, described a sense of exclusion and isolation, a lack of opportunity to network, create partnerships, a lack of conditions or space to enhance community-led provision.

## Consumer Well-Being – Extent to Which Local Shopping Facilities Meet Need

### Declining Town Centre Offer

The diversity of the retail offer in Lockerbie is described lower than comparators, at 24% worse, and tourist beds are also significantly fewer.<sup>24</sup> To explore this description further, local residents, as part of community consultation, carried out a High Street mapping exercise in February 2021, where they compared the actual business offer on High Street with what is posted online at [highstreet.uk.com](http://highstreet.uk.com), which listed 53 outlets.<sup>25</sup> Residents worked together to identify businesses and services lost since 2014, and any new retailers or services who have emerged in the last few years.



The study, carried out on daily Lockdown walks, indicated that in Lockerbie only 43, as opposed to 53, outlets or offices were operating. Health-Related and Professional Services (Opticians, Dental, Podiatry, Solicitors and Accountant Offices) make up 26% of businesses on the High St, followed by Cafes, Restaurants and Takeaways (21%) and Hair & Beauty (12%). With the exception of Local Authority/MSP/Initiative Offices (7%) and the bookies, all others are Supermarket/Discount Chains (5%) small retail or services (19%) pharmacies (5%) or charity shops (5%).<sup>26</sup>

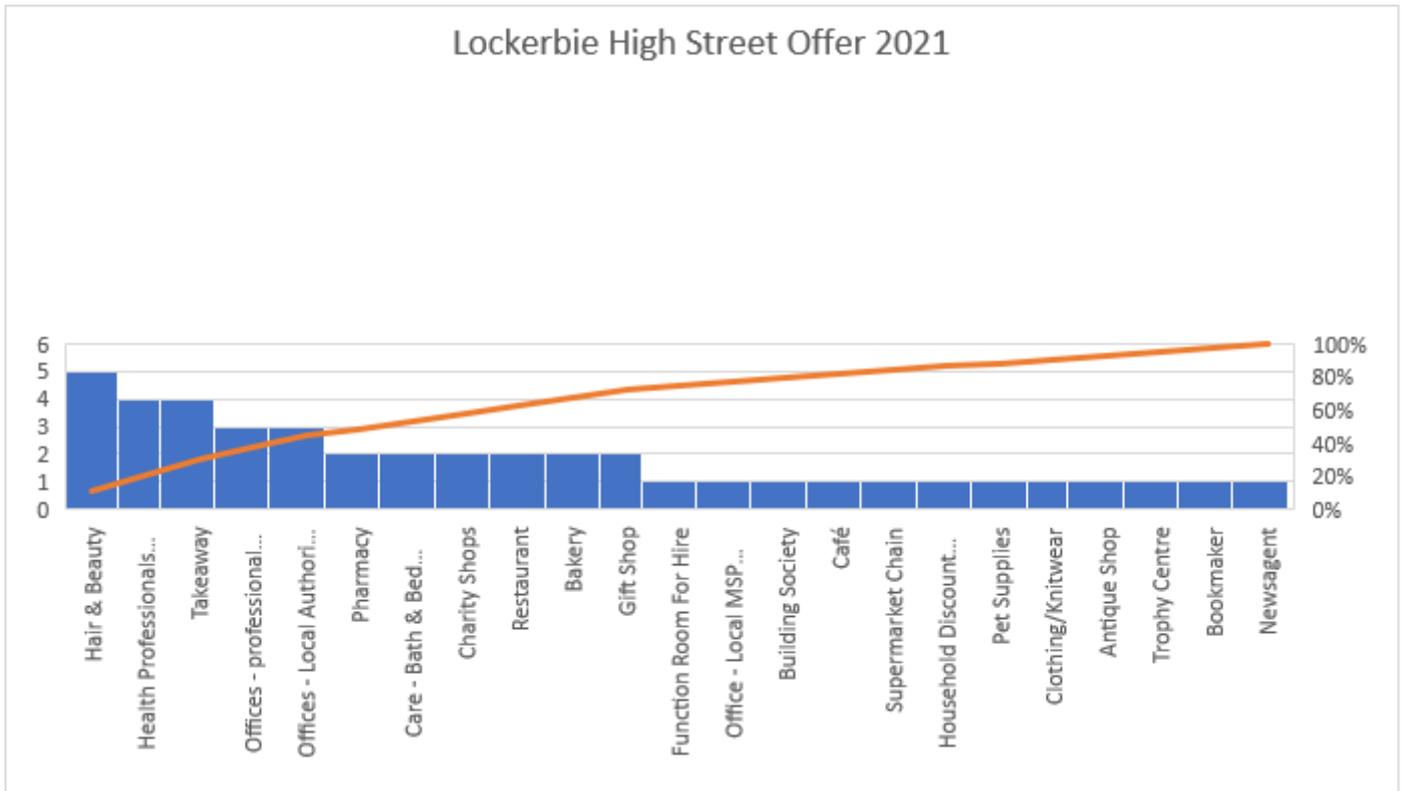
The pareto chart below shows that 60% of the High St Offer comprises Hair and Beauty, Office Accommodation, Dental/Opticians or Podiatry, and takeaways.

<sup>24</sup> Understanding Scottish Places. 2011-16. Lockerbie. Scotland's Towns Limited. Downloadable pdf at <https://www.usp.scot/Town?mainTownName=Lockerbie>. Last accessed 21 Feb 2021.

<sup>25</sup> HighStreetUK.com. Lockerbie High St Retailers. Online at <http://www.highstreetuk.com/lockerbie/>. Last accessed 20 Feb 2021.

<sup>26</sup> Lockerbie Old School. . 2021. Community Exercise – Walking map of Town Centre. Available from LOS.

## Lockerbie High Street Offer 2021



### Decreasing Diversity of Offer

The table below sets out businesses and services lost from the High St since 2014, based on local people's accounts. 24 businesses or services are closed or moved away, 5 relatively new retail or services are sustaining, and 7 shopfronts or buildings are now lying empty. The study also indicated some 'churn' in the last few years.

Losses	Gains
1 Newsagent	Home Bargains
3 florists	Annandale Initiative
1 Hairdresser	MSP Constituency Office
1 Clothes/fashion retail	Bakery
1 Factory Shop - Fashion	Cafe
1 Haberdashery	
1 Wool Shop	
3 Banks/Building Societies (Clydesdale, RBS, Abbey National/Santander)	
1 Citizens Advice Bureau	
1 Job Centre	
1 Butcher	
1 Off Licence/Wines	
1 Dentist	
1 Post Office	
1 Beauty Salon	
1 Pharmacy	
1 Sweets and Sandwiches Outlet	
1 Home Decorating Service	
1 Supermarket (Morrison's)	
1 Inn/Grill	
1 Photography	

## Health

### Headlines from SCOTPHO

The Scottish Public Health Observatory<sup>27</sup> Health and Well-being profile uses a series of measures to identify public health improvement issues. The latest available data for Lockerbie is presented here, all pre-covid (April 2021). While Lockerbie evidently bucks the national trends in Alcohol Consumption, it performs significantly worse in child dental health in primary 1 and 7 and emergency patient hospitalisations.

Category	Measure	Year of Measurement	Lockerbie	Scotland	Comparison to Scotland
Behaviours	Alcohol-related hospital admissions (rate per 100,000 of the population)	2019-2020	240.3	673.3	Better
Life Expectancy & Mortality	Female life expectancy	2017	80.8	81.1	Not different to comparator
Life Expectancy & Mortality	Deaths all ages (rate per 100,000 of the population)	2017-2019	1,160	1,142	Not different to comparator
Women & Children Health	Child dental health in primary seven (%)	2018/2019	70	72.9	Worse than comparator
Ill Health & Injury	Emergency patient hospitalisations (rate per 100,000 of the population)	2017-2019	8799.5	7624.8	Worse than comparator

### Covid-19 Pandemic – A Community Disproportionately Affected

#### Death Rate

People in Lockerbie have been disproportionately affected by Covid Deaths in Dumfries and Galloway.<sup>28</sup> The Overall Coronavirus death rate (rate per 100,000) in the Dumfries and Galloway Council Area since the start of the pandemic stands at 81.6, the sixth lowest in Scotland, with only Moray, Highland, Western Isles, Shetland and Orkney having lower death rates. (April 2021).

Of the 40 Intermediate datazone areas within Dumfries and Galloway, Lockerbie's death rate is the seventh highest, at 221.5 per 100,000. It is two and a half times higher than the council area overall, and is 21% higher than Scotland's overall rate.

Area	Death Rate Per 100,000 at 14 April 2021
Lockerbie	221.5 deaths
Dumfries and Galloway Council	81.6 deaths
Scotland	183 deaths

### What Local People Told Us About the Impact of Covid on their Well-being

In an online survey in March 2021, we asked 300 local people how Covid had affected them over the past year. 98 young people aged 15-25 took part, and 202 aged over 26 took part. Respondents were predominantly female with only 43/202 in the older group being male.

<sup>27</sup> ScotPHO profiling tool: <https://www.scotpho.org.uk/>

<sup>28</sup> NRS Scotland. April 2021. Deaths involving Coronavirus in Scotland. Rep wk14. Online at [www.nrscotland.org](http://www.nrscotland.org).

In all ages, 45-47% of people told us that their physical activity levels had worsened. 37-39% reported worsened physical health. While poorer eating habits were reported in almost half of the population, young people were more likely to report poorer eating habits as a result of the pandemic than over 26s, at 56% and 47% respectively. 17% of local people reported an increase in their alcohol consumption. When asked to consider changes in factors which may indicate poorer mental health, high numbers reported that these factors had worsened. In over 26s, 58.7% reported lower mood, 56.6% increased stress, 53% higher anxiety, and 43% increased loneliness.

While men report broadly similar impacts to women in lower mood (50%), less physical activity (48%), more stress (45%), more anxiety (41%), loneliness (36%), more men than women reported no change for healthy eating, anxiety, stress, lower mood.

While these make worrying reading, the extent to which these factors worsened in under 25s is deeply troubling. Over 80% of respondents in the younger group reported worsened levels of stress and anxiety. 66% reported increased loneliness and 63% lower mood.

Aspect	People aged 26+	Young People aged 15-25
Reduced physical activity	45.5%	47.87%
Worse physical health	37.3%	39.4%
Eating habits were less healthy	46.7%	56.4%
Alcohol consumption Up	17.7	17%
Mood lower	58.7	66%
Anxiety up	53.5	84%
Loneliness increased	43%	63%
More stressed	56.6%	80%

Reduced access to medical appointments and cancelled or delayed hospital appointments were a factor in their scorings and had led to some deterioration in physical and mental health. Increasing care responsibilities, furlough, children at home, and increased workloads were all cited as contributors. Some cited concerns about safety when things begin to return to 'normal'.

#### Availability of Health and Care Services

There is one NHS medical practice in Lockerbie, offering a range of services from GPs to Nurses and Advanced Practitioners in a range of specialities and themed Clinics. The nearest hospital is in Dumfries. The High Street has two dental practices and opticians, two pharmacies and a podiatry clinic which in particular may be testament to the presence of an aging population.

There are two residential care homes for older people and some accommodation for supported living for people with particular themed needs. There is latent demand for more day care services in the local area, and a local care home wants to partner any initiative which creates the conditions for expansion of this service. The new school campus boasts a tailor-made facility for school-age children and young people with complex needs.

However, local community activists tell us that there is a lack of social opportunities for all disabled people. Key stakeholders are advocating for more creative and social opportunities for vulnerable groups. Local people recognise the need for prevention activity which will improve well-being and reduce pressure on statutory services.

## Access to Education & Training

### Low Qualifications

A staggering 61% of the Annandale and Eskdale Locality in which Lockerbie is situated aged over 16 possess either no qualifications or level 1 qualifications.<sup>29</sup> This is significantly higher than the Scottish average at 50%. The proportion of the over 16 population with no qualifications is 36.3%, compared to the Scottish Average of 27%. The Lifelong impact of low-level qualifications is set out in the next section.

Area	% None	% Level 1	% Level 2	% Level 3	% Level 4+
Annandale & Eskdale	36.3	25.5	13.3	6.9	18.1
Dumfries and Galloway	30.6	25.11	13.8	8.5	21.9
Scotland	27	23	NK	NK	41

### Low Qualifications: Elementary and Disadvantaged Occupations, Health Inequalities

There is a direct association between low qualifications, low paid work and harm to health. The Marmot Review, conducted in 2010, demonstrated a direct relationship between low attainment, health issues, employment status and opportunities. Prevalent among those with no or few qualifications and skills, were disabled people, those with mental ill health, caring responsibilities, lone parents, older workers and, in particular, young people. When in work, these same groups are more likely to be in low-paid, poor quality jobs with few opportunities for advancement, often working in conditions that are harmful to health.<sup>30</sup> A second study in Scotland in 2017 connecting health and well-being and occupational categories indicates the most 'severely disadvantaged' occupations were transport, mobile machine drivers and operatives; elementary trades; and process and plant occupations. 'Disadvantaged' occupations were administrative occupations, elementary administration and service occupations, and caring personal services.<sup>31</sup> A large proportion of employment supply in Lockerbie is made up of these disadvantaged and severely disadvantaged occupations.

### Quality of Local Schools

Lockerbie Academy is a newly-built campus comprising Secondary and Primary, Nursery and SEN provision via a new Learning Centre. There are no recent Education Scotland Assessments for the Secondary School.

The Primary School was inspected in June 2020 and was externally assessed by Education Scotland as weak.

2.3 Learning, teaching and assessment: Weak

2.1 Safeguarding and child protection: Development Areas Agreed

3.2 Raising attainment and achievement: Weak

The Nursery Class was inspected in June 2020 and was externally assessed by Education Scotland as satisfactory.

<sup>29</sup> NRS Census. 2011. table QS501SC; cited by Scottish Government in Health and Social Care Strategic Needs Assessment 2018.

<sup>30</sup> The Marmot Review. 2010. Strategic Review of Health Inequalities England 2010. Section 2.6.3. Work Health and well-being. p68. Online at <http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-the-marmot-review-full-report.pdf>

<sup>31</sup> Taulbut M. 2017. Health Outcomes and Determinants by Occupation and Industry in Scotland 2008-2011. Online at [http://www.healthscotland.scot/media/1308/good-work-research-report\\_feb2016\\_english.pdf](http://www.healthscotland.scot/media/1308/good-work-research-report_feb2016_english.pdf)



## How Active is the Community in Lockerbie?

### Low Participation

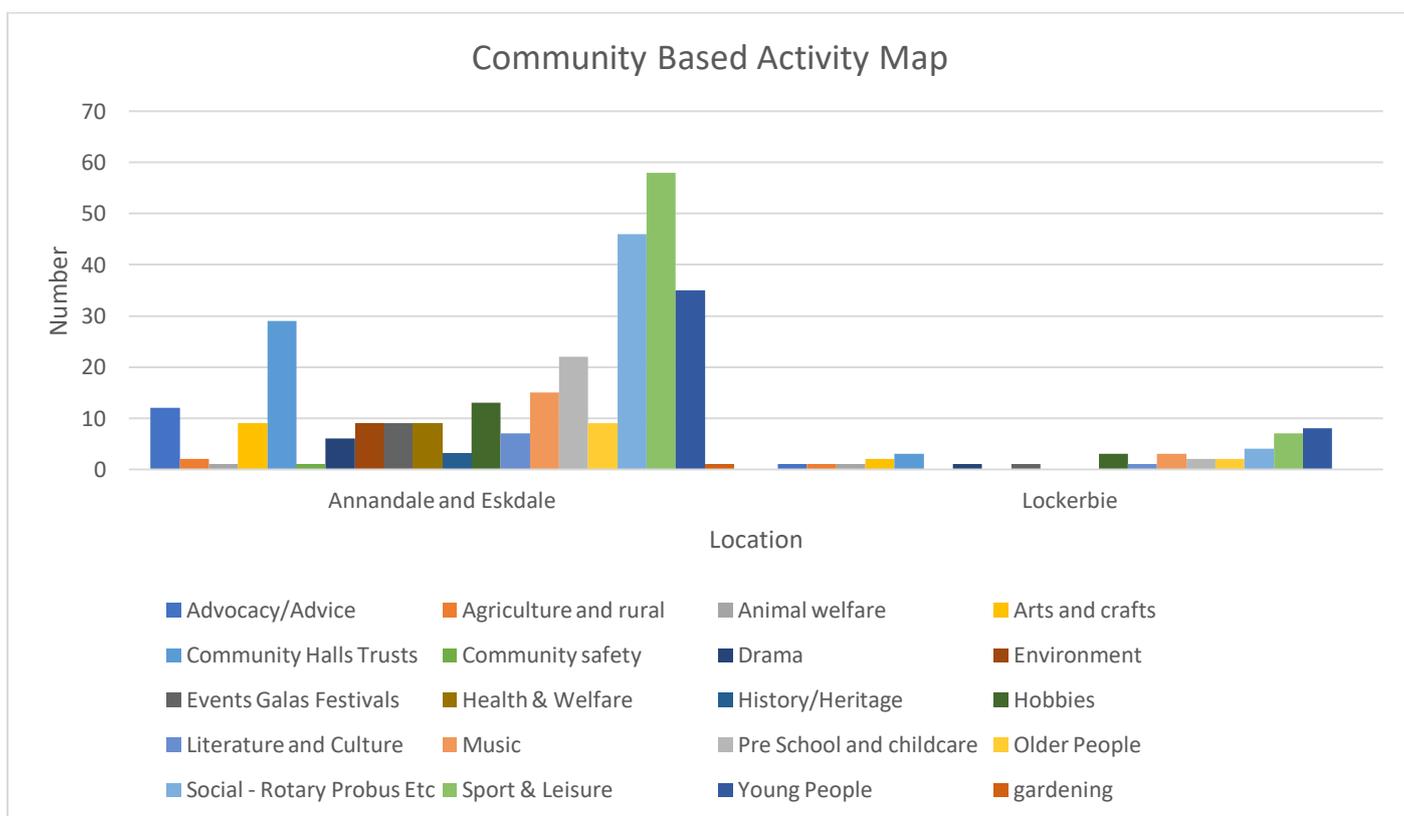
300 people in Lockerbie took part in an online survey in March 2021 which asked respondents whether they were involved in any activity within their community. For those aged over 26, 21.8% said they did take part in some form of group or community activity in Lockerbie, suggesting that 78% do not. Of those who do participate, many are very active, taking part in more than one activity. In under 25s, 14.8% said they took part in local activity, indicating that 85.2% are not engaging in anything meaningful in their community at all.

Many respondents indicated a lack of choice and opportunity, a lack of meaningful activity for young people to take part in, not enough arts, crafts and cultural activity, no opportunities for learning, a lack of quality affordable spaces to meet. Men predominantly participated in sports activity compared to the general population. Young people cited a lack of activity, places to meet, opportunities for learning or developing new skills.

### Limited Range of Interests Represented: Community Groups

Dumfries and Galloway Council's website lists 329 Community Groups active across the Annandale and Eskdale Locality.<sup>32</sup>

The table below sets out community-based groups by activity in all of Annandale and Eskdale on the left, and those based in Lockerbie on the right. Interests are given in the key below the charts. The chart indicates that while there is a fairly good range of activity within the Annandale and Eskdale area, there are clear gaps, and a limited range, of interests, services and activities located in Lockerbie.



There are gaps in community-based groups in Lockerbie in relation to advice or advocacy, social supports, community well-being, health and welfare, arts, crafts, culture, literature, history and heritage activity.

<sup>32</sup> Dumfries and Galloway Council. Community groups. Online at <https://www.dumgal.gov.uk/>. Last accessed Feb 2021.

## Gap in Provision for Older People

For this the fastest growing segment of the local population, community-led activity is restricted to a lunch club, day-care and rotary/probus-type meetings. While a local care service stakeholder is ready and willing to supply services, no community space is accessible or available to meet increasing demand for day-care services.

## Gap in Provision for Young People

Community-led activity targeting young people is formed primarily of uniformed organisations. While these are highly valued, there is wide recognition that opportunities for young people to engage meaningfully in the community, in learning, creativity and skills development is significantly lacking. Opportunities for drama, music and performing arts, exploring creative industries, learning new skills, entrepreneurial activity and themed support groups, for all children and young people, but particularly for young people aged 16 and over, are almost non-existent. A local group is keen to develop theatre for young people but is stymied by a lack of community space.

LOS community consultations in both 2019 and 2021 consistently reinforce this point: there is nothing meaningful for young people to do.

In 2019, 72% of respondents rated youth provision as average or poor, with only 6% rating them above that. By 2021, respondents prioritised outcomes for young people, ranking more opportunities for young people to learn new skills and giving young people something constructive to do highest (92%, 91.5%). A need to increase aspirations among young people (81%) and improve their connection to the town (80.3%) also ranked strongly.

98 young people aged between 15 and 25 took part in consultation in March 2021, and ranked their top five concerns as mental health (88.8%) a lack creative and cultural opportunities locally (78.5%) drug Use (74%) employment prospects (71.4%) and a lack of learning and training opportunities locally (67.4%).

## Gap in Provision for Vulnerable Groups

There is no or very limited local opportunities for social connection for people with disabilities, or limiting conditions, of any age. Local spaces available to the community are not fully accessible. There is significant interest in developing opportunities for vulnerable groups, evidenced by active engagement by local disability champions, Visibility Scotland, Dryfemount Care Home and the new SEN Learning Centre in LOS Consultations and Focus Groups.

Data from the Scottish Census allows us to compare Lockerbie to Dumfries and Galloway, and wider Scotland. Whilst figures across all three areas are relatively similar, it is apparent that there is a slightly higher percentage of people with a physical disability (8.21%), deafness or partial hearing loss (9%) and other condition (20.95%) in Lockerbie, than the other two areas. In total, almost a third (32.8%) of people in Lockerbie are living with a long-term health condition<sup>33</sup>.

	Lockerbie	%	Dumfries & Galloway	%	Scotland	%
<b>All people</b>	4287		151324		5295403	
<b>No condition</b>	2879	67.16%	102780	67.92%	3710676	70.07%
<b>One or more conditions</b>	1408	32.84%	48544	32.08%	1584727	29.93%
<b>Deafness or partial hearing loss</b>	386	9.00%	12135	8.02%	350954	6.63%
<b>Blindness or partial sight loss</b>	127	2.96%	4173	2.76%	125660	2.37%
<b>Learning disability</b>	11	0.26%	718	0.47%	26349	0.50%

<sup>33</sup> Scottish Census. (2011). <https://www.scotlandscensus.gov.uk/>

<b>Learning difficulty</b>	59	1.38%	2407	1.59%	106154	2.00%
<b>Developmental disorder</b>	30	0.70%	953	0.63%	31712	0.60%
<b>Physical disability</b>	352	8.21%	11924	7.88%	355182	6.71%
<b>Mental health condition</b>	164	3.83%	5618	3.71%	232943	4.40%
<b>Other condition</b>	898	20.95%	30240	19.98%	988430	18.67%

## Availability of Leisure Opportunities, Recreation and Social Activity

Lockerbie has an Ice Rink, two private gyms, and a facility at Lockerbie Academy with 4 court games hall, a 14-station fitness suite, dance studio and multi-use games area (MUGA). Covid-19 has curtailed an annual events programme including the Lockerbie Festival, the Lockerbie Gala which features a Common Riding, and the Lockerbie Jazz Festival.

Mc Jerrow Park and Lockerbie Memorial, a quiet place for reflection, are the main park/greenspace areas. There are rural paths and Eskrigg Reserve to the west of the town. Our 2021 community survey highlights that there is demand for more green space and increased demand for safe outdoor meeting spaces, gardening and growing programmes, an edible garden space.

## Availability of Community and Social Spaces

Three community spaces for hire to the community are identified within the DG11 2 postcode, Lockerbie Town Hall being one, alongside two local hotels which are used for social and family events.

There is strong demand for more spaces for community-led activity. 29 organisations, activists and businesses have expressed an interest in regularly using any new spaces which might be developed for hire or lease, contributing to the breadth and scale of community activity, and to community well-being. These include local self-employed therapists, day care services for older people, disability support organisations and activists, health and fitness providers, artists, youth theatre, learning providers, social enterprises.

## Environment

### Landscape & History

Lockerbie was strategically located on the edge of the valley of the River Annan where the hills meet the riverplain. The story of settlement patterns & development can be read directly from the local landscape, which is shaped by rivers and the underlying geology. The local Permian sandstone from quarries such as Corncockle to the west provided building material for the town as well as the cities of Glasgow & Edinburgh. Agricultural trading routes from the upper valleys fed into Annandale at Lockerbie, bringing sheep to market. The Dryfe Water rises in the hills above Moffat some 18 miles to the north and is fed by a series of Burns, Sikes & Gills. These tributaries water the sheep on the hilly uplands and bring silt to fertilize the farmland that feeds the dairy cattle on the river plains.<sup>34</sup>

### Living Near a Derelict Site – Deprivation Indicator

ScotPHO and SIMD indicator of deprivation: more people than the Scottish average live close to a derelict site.

Category	Measure	Year	of	Lockerbie	Scotland	Comparison	to
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<sup>34</sup> BDP. 2017. Dryfesdale Community Garden @ The Old School. Sketch proposals.

		Measurement			Scotland
Environment	Population within 500m of a derelict site	2017	33.1	29.8	Worse than comparator

### Less Greenspace than Comparators

The Understanding Scottish Places Town Audit<sup>35</sup> indicates that Lockerbie, despite the rural setting, has 41 hectares less green space than its comparator towns.

### Transportation /Access

Lockerbie is located approximately 70 miles from Glasgow, 12 miles from Dumfries and 20 miles from the English border. The town has good transport links north and south via the adjacent M74 and a regular direct rail service as part of the West Coast Mainline. Hourly bus services during the day link the town to Dumfries.

### Risk of Exclusion

However, the community report a lack of regular timetabled evening transport to other local towns, preventing many from engaging in evening activity anywhere within Dumfries and Galloway, including nearby towns of Moffat and Annan. 27% of households do not own a car and may be at risk of exclusion from all but daytime activity. Community Transport is a critical player in preventing isolation and exclusion. In the 10000 Voices 2018 Consultation Programme young people identified transport and access to social activity outwith the town in the evening as a key issue.<sup>36</sup> However in 2021 this issue appears to have receded to an extent, although 42.8% of young people still identify with it.<sup>37</sup>

Issue	Still Relevant	No Longer Relevant	Not Sure
Lack of transport / hard to get around	42.86%	41.84%	15.31%

### Safety, Behaviour & Crime

ScotPHO Statistics show that while alcohol-related behaviours are better than the Scottish average, crime rates are significantly worse.

Category	Measure	Year of Measurement	Lockerbie	Scotland	Comparison to Scotland
Behaviours	Alcohol-related hospital admissions (rate per 100,000 of the population)	2019-2020	240.3	673.3	Better
Crime	Crime rate (rate per 1,000 of the population)	2019	45.6	28.6	Worse than comparator

### 10000 Voices – Behaviours, Safety and Crime

We asked 98 Young People aged 15-25 in Lockerbie if they felt issues raised in 10000 Voices campaign in 2018 were still relevant today, three years later. Mental Health is a stand-out issue, followed by drug use and smoking. where over 60% of respondents felt this was still relevant. Young People were less sure about local crime being an issue, despite statistics to the contrary.<sup>38</sup>

Issue in 2018	Still Relevant	No Longer Relevant	Not Sure
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<sup>35</sup> Understanding Scottish Places. 2011-16. Lockerbie. Scotland's Towns Limited. Downloadable pdf at <https://www.usp.scot/Town?mainTownName=Lockerbie>. Last accessed 21 Feb 2021.

<sup>36</sup> Dumfries and Galloway Council, 2018, 10000 Voices Youth Consultation.

<sup>37</sup> CEIS, 2021. LOS Community Consultation.

<sup>38</sup> *ibid*

Mental health (e.g., diet, body image, bullying)	88.78%	4.08%	7.14%
Drug Use	74.23%	3.09%	22.68%
Smoking	63.27%	14.29%	22.45%
Alcohol consumption	55.10%	14.29%	30.61%
Local Crime	38.78%	16.33%	44.90%



## Results and Benefits the Community Want to See

Using previous studies to determine what local people cited as benefits they wanted their community to see, and what LOS could change. We asked them to rank change activities in order of importance. 80% + of ranked all eight activity areas as Important or very Important. Three aspects: Providing new learning and personal development opportunities, Supporting the development of existing and new community organisations and Bringing key services to the town (i.e., advice and information, health and welfare) were considered by over 50% of respondents as most important.

Results	Very Important	Important	Neutral	Low Importance	Not at all important
Providing new learning and personal development opportunities	54.45%	39.79%	5.24%	0.00%	0.52%
Supporting the development of existing and new community organisations	53.65%	40.10%	5.21%	0.52%	0.52%
Bringing key services to the town (i.e., advice and information, health and welfare)	51.83%	39.79%	6.81%	1.05%	0.52%
Helping people to learn new crafts or creative skills	47.37%	42.63%	7.89%	1.58%	0.53%
New or improved meeting places	46.88%	44.79%	5.73%	1.56%	1.04%
Providing facilities for existing and new businesses (e.g., creative businesses, food, tourism)	44.50%	43.98%	9.42%	1.57%	0.52%
Helping people to improve their digital or technical skills	43.68%	43.16%	11.58%	1.05%	0.53%
Developing environmental awareness (e.g., food, sustainability, circular economy)	40.31%	42.93%	14.66%	1.57%	0.52%

### Improved Local Access to Training, Skills, Learning Opportunities

Exploring the difference this will make, survey respondents prioritised outcomes they need to see in addressing this gap

Change	Priority
Make it easier for local people to access learning	90.34%
Make it easier to learn new skills	90.34%
Improve motivation	83.91%
Make it easier for local people to volunteer	77.40%
Increase aspirations	76.30%
Improve people's job prospects	75.14%

## Nurturing Young Talent

When asked about young talent programmes, i.e., creative and entrepreneurial programming for young people, respondents felt strongly that many positive outcomes could result, including reductions in anti-social behaviour, increased aspirations, better prospects. They were less sure that this alone would stem the exodus of young people from the area.

Change	Rank
learn new skills	92.13%
something constructive to do	91.53%
Divert from anti-social behaviour	69.49%
Improve connections to the community	80.34%
Increase aspirations	80.90%
Access better quality jobs	69.49%
Help start their own businesses	66.29%
Encourage them to stay in Lockerbie	45.81%

## What Business and Social Enterprise Stakeholders Told Us

Local businesses told us how difficult it was to access decent meeting spaces, conference space, which would allow them to host meetings and business events locally. Accessing support from infrastructure organisations such as Business Gateway and Third Sector Interface via satellite services and private surgeries locally would also help them to develop and sustain. Stakeholders identified a need for staff and volunteer training facilities, and access to good-quality facilities for online conferencing, and creative collaborations to support business start-ups. Key local social enterprises talked about how businesses can contribute to change with coaching and mentoring the next generation, volunteering time and resources to support this.

### Better Support and Facilities for Businesses

Survey Respondents considered benefits that LOS asset transfer might bring to improving business activity in Lockerbie. Lower overall scores here suggest respondents see the primary beneficiaries of change LOS might bring are the wider community. However over 60% see the scope for opportunity and the link between a healthy business community and this making the town more attractive to families and young people.

Change	Priority
There will be more opportunities for local businesses	73.26%
The town will be more attractive to families and young people	69.59%
Local businesses will grow	67.25%
There will be more employment opportunities for local people	63.01%

### Better Services and Supports Available Locally

Community Mapping indicates gaps and a strong desire to boost services, and community led activity, locally. In developing local solutions to these issues, reducing travel, increasing local supports, health and well-being were considered most important, scoring over 80%. Reducing gaps was also considered important in making the town attractive to families and young people (78%). 60% of respondents felt that improving the range of local services and supports may create new jobs.

Change	Priority
People don't have to travel to access services	92.66%
People can access services or support they are unable to access at the moment	87.36%
Health and wellbeing will improve	82.56%
The town is more attractive to families and young people	78.86%
New jobs will be created in the town	60.23%

### Overall Community Priorities

When asked about overall Outcomes for the Community that could be effected by LOS, the community rated key differences as follows:

Outcomes	Ranked Priority
Provide young people with opportunities to learn new skills	92.61%
Improve mental health – Whole Community	92.00%
Reduce social isolation and loneliness – Whole community	89.20%
Provide elderly people with opportunities to learn new skills	83.43%
Make Lockerbie a more attractive place to live and work	81.36%
Improve physical health – Whole Community	79.31%

## 6 Summary of Issues Identified Through Community Well-Being Study

Using the findings of the Indicators and Community well-being: Exploring a Relational Framework study, a number of issues emerge in Lockerbie which may not be obvious by looking solely at the Scottish Index of Multiple Deprivation.

There is evidence that suggests a community in need of stimulus to stem economic, social and environmental challenges as well as the immediate impact of Covid 19. A summary of evidence emerging is set out below in terms of Economic, Social and Environmental Well-Being.

### Economic Well-Being Issues

- Declining Social Economy, losing £396,000 income over two years, this is bucking the national trend
- Number of Local Social Enterprises is static or declining, bucking national trends
- Only 9 new businesses registered at Companies House at DG11 postcode, despite high levels of enquiries to Business Gateway.
- Self-employed workers saw work dry up during Lockdown
- Declining Retail – Town centre retail mapping shows a loss of both numbers and diversity, and more businesses closing than new ones emerging at a rough ratio of 24:5
- Low unemployment- but key sources of local work are elementary occupations, plant and processing, disadvantaged occupations associated with low pay and ill-health risks
- Evidence of a Low Wage economy –and of In-work poverty.
- Lower than average weekly wage - fifth lowest of all D&G towns, in some datazones £130 lower than the Scottish average
- Higher than average levels of Low Qualifications (0-1) at 61%, likely to have a long-term impact on life chances, job prospects, and health inequalities
- Issues with low attainment and high levels of free school meals translating into high Pupil Equity Fund allocations to local schools, and the rates of allocation are increasing much faster at secondary level (19%) and Primary level (7%) than in Dumfries and Galloway overall (2%)
- Lack of local training and development opportunities –this represents a complete gap
- Businesses citing lack of local business development support & professional meeting/conference space
- No Job Centre or Citizens Advice available locally

### Social Well-being Issues

- Past Trauma may be having long-term impact on the community, as there is evidence of typical factors within the socio-cultural, physical built and economic environment in Lockerbie
- People not engaging regularly in local community 74% Don't, 86% Young People Don't
- Men did not engage in recent consultations as well as women; 43/202 aged 26+ completing an online survey.
- Social networks for people with disabilities who make up 8.2% of population is a reported gap
- Limited range of opportunities available regularly activity – particularly in arts and culture, heritage, lifelong learning.
- Community Activity is limited in range and scope
- Community Organisations experiencing skills and capacity challenges and difficulty recruiting volunteers
- Significant demand for change evidenced through high survey participation in the middle of lockdown
- Growing Older population – 'don't forget us' with few engagement, social, and no lifelong learning opportunities
- Lack of Opportunities for Young People –particularly in creativity, enterprise, training & development – nothing to do, nowhere to go, no purposeful or meaningful opportunities to engage in communities;
- Young People still strongly concerned about Mental Health, Lack of Opportunities, Drug Use, employment prospects

### Environmental Well-being

- Strong affinity with rural surroundings, strong interest in outdoor activity
- Empty Shopfronts

- Leisure facilities have improved with new sports space being made available at the new school campus from 2019 – levels of settled usage not known yet due to newness and Lockdown
- Population report insufficiency, and poor quality, of places and spaces to meet
- Greenspace is 41 hectares lower than in comparator towns
- Transport: No regular bus services to activities outwith Lockerbie in evenings - 27% don't own cars
- Strong interest in new outdoor meeting space, growing projects

## Covid Impact on Health and Work

- Seventh highest death rate of 40 datazones in Dumfries and Galloway at 211/1000
- 80% of young people reported Lower Mood, Higher levels of Anxiety and Stress as a result of Covid
- Across all community respondents, 60%-70% cited poorer physical health, activity, eating habits, low motivation, decline in mental health.
- High levels of switch to homeworking
- Challenges and frustration, in relation to Digital Connectivity
- Loss of income for self-employed, contracts drying up
- Young people disproportionately affected, twice as likely to have lost their Job
- Women disproportionately affected in terms of impact on home life, caring responsibilities, home schooling,
- Men are more likely to have been on furlough (50%), Less affected by increase in remote working (30%) or caring responsibilities (26%)

The full results of the Lockerbie Lockdown Community Survey are available at **Appendix A**. Raw Results – Community Consultation March 2021, 26 Plus, 15-25 surveys. Additional Secondary Research – Reported Statistics for Dumfries and Galloway - **Appendix B**.

## 7 Options Considered

Since 2014 LOS group have commissioned a range of studies and consultations where a number of options for the Dryfesdale School site have been considered

Development Option	Pros	Cons
Full- use of entire Lockerbie Old School Site, full refurb with income from lets from main hall, lesser hall, bunkhouse and other facilities and spaces	Meeting most space needs as requested by community  Business Plan 1 explored and there was some potential for it to be viable	Expensive to build and refurbish whole site Does not actively galvanise the skills and talent within community Risk – huge building and spaces to manage and sell to different markets
Do nothing	Only costs incurred would be £20,000 per annum in Council Rates plus insurance	Derelict Building Makes no difference No opportunities to address gaps for young people, disadvantaged communities. Continued dereliction and decline of the building could be costly Fundraising target of £25000 per annum just to pay insurance and Rates for derelict space
Sell as is	No costs to LOS group A one-off capital receipt to invest in the town	Loss of whole site for community use Loss of control by community over what goes in its place Risk that purchaser would not meet economic, social or community well-being needs within the town- we would have no say
Partial use of Lockerbie Old School Site; Develop other part of site with a partner aligned to our values and aspirations, for community benefit  Partnership with CHA	Smaller Community Well-being centre, more manageable, More Viable Maintain community benefit and control Bring greater investment into Lockerbie Address other issues affecting the town (affordable quality housing)	Loss of half site for general community use of space (Offset by partnering with Housing social enterprise)

## 8 LOS Vision - Community Well-Being Centre

### Transformation

To transform Lockerbie old school into a platform to promote community well-being, learning and resilience, and to nurture a robust and growing social economy. We will achieve this by galvanising Lockerbie's people, history, values, skills and talent; by creating inspirational spaces; by **partnering with community, business, local, national and international experts.**

Our vision has three strands:

**Promoting Social Well-being**, by putting inclusion and engagement right, left and centre. We will build on community strengths, and offer inspiring spaces and supports where people can grow new groups, activity, and social support networks. We will work together to improve Health and Resilience. New Entrepreneurs with a social aim will be encouraged to create and sustain new therapeutic, motivational, trauma and recovery approaches. Key partners will include Stove, Creative Collaborators, CAB, ACTS, Handyvan, local Therapeutic Practitioners, HSCP, Artists.

**Promoting Economic Well-being**, Economic Progress and Prosperity through live, virtual – and international - learning opportunities, Social Enterprises in Residence, transformational Young Talent programmes. By engaging the community in creative collaborations, we will create a lively, stimulating environment for exploring new business ideas. We will draw on local and international relationships to achieve this. Entrepreneurs will find spaces and support to showcase their business, to develop, test and launch new ideas. Key partners include Social Enterprises, TSI (SSEAR), The Stove (Embers), Syracuse University (Business Programmes) and Dumfries College (Training).

**Promoting Environmental Well-being** by delivering a building which draws on Lockerbie's strong affinity to its heritage and rural surroundings, offering outdoor meeting rooms; edible gardens, growing programmes. We will maximise partner expertise including CHA and MAST to ensure our building is a leader in environmental sustainability; and link the community to experts like wilderness conservation and growing initiatives to develop inspirational programming.

### Underpinning Values

**Inclusion** – Tackling Inequality, especially inequality of opportunity; Particularly those who have been disproportionately affected by Covid – Young people, People with disabilities being two of our priority groups

**Accessibility:** LOS Group want everyone, regardless of disability, condition, protected characteristic, to be able to access not only spaces but programmes and building operations. This will include a specific 'changing place' for adults who need it. And lift access and wheelchair access all areas. This is a red line.

**Creative Collaborations** Knowing that creativity is at the heart of change and enterprise, and recognising a significant gap, we will create the conditions for thinking, trying, making, designing, through engaging communities with creatives, through offering physical spaces for learning and exploring creativity.

**Economic Progress, Prosperity and Sustainability:** By maximising opportunities for transforming ideas into enterprise, sustainability will come from widening the social enterprise and business base bit-by-bit, making Lockerbie an attractive and vibrant place to live and work and start a business. **This will stem the exodus and pull young people back to the town.**

**A Strength-based approach:** We will create opportunities for new enterprise and better well-being by harnessing the human, natural, social, economic assets in Lockerbie; tapping into community talent, and creating partnerships with people, groups, agencies and business to form the foundation of our work.

**Promoting Resilience** – Providing shock-proof, future-proof spaces capable of flex and repurpose in response to changing needs; and actively supporting the growth of a resilient community through access to therapies, advice, support and well-being programmes.

### Critical Success Factors

1. Ensuring a focused approach to the development of Community, Economic and Social Well-being, based on a clear vision
2. Securing a Capital funding commitments from RCGF, Dumfries and Galloway Council, Identified Trusts and Foundations.
3. Pursuing an energetic approach to income generation through Let, Lease and Programming revenue and applications to grant-making agencies
4. Creating a robust and sustainable financial model
5. Ensuring that the well-being centre offer is values-driven, user-driven, and harnesses the energy and enthusiasm of the people and communities within Lockerbie
6. Ensuring the Management and Board have the collective passion, commitment and expertise to deliver the vision
7. Securing ongoing support and interest from the Learning Sector, the private, third and public sectors.

## 9 The Community Well-Being Centre Offer

The Offer presented here is the direct outcome of public consultations about the social and economic issues facing Lockerbie, robust evidence of need, and an exploration of the changes people, community groups, and businesses want to see in their town.

The proposed offer Includes:

- **The Building:** Transformation of the 140 year-old former Dryfesdale Old School building into new spaces designed to enable, stimulate and grow community, social and economic well-being.
- **Direct Programming** to act as a stimulus for new activity, social entrepreneurship, to engage target users in owning the spaces and to create opportunities for bringing communities of interest together – Indoors and outdoors
- **Social Enterprises in Residence:** showcasing the power of Social enterprise to transform well-being
- **Venue Hire**
- **Catering**

### The Building: Lockerbie Community Well-Being Centre

**The architect's design brief, based on a clear vision for the centre, incorporates thinking ahead, adapting to challenges, futureproofing and shock proofing; It considers tangible strategies for creating a well-being economy in Lockerbie. The results use design and branding to convey ideas which will result in growth.**

The Vision is therefore translated into spaces with meaning, catalysts for economic well-being, a focal point for the social, economic and physical regeneration of Lockerbie Town Centre.

## Space Requirements

Principles and spaces identified through local consultation are excerpted from the Architects brief as follows:

### Important Principles

#### **Accessibility**

- LOS Group want everyone, regardless of disability, condition, protected characteristic, to be able to access not only spaces but all programmes and building operations.
- This will include a specific 'changing place' for adults who need it. Three other local organisations have now requested this.
- lift access and wheelchair access all areas.
- Disability organisations have also asked for induction loops, non-slippery floors, zero steps on each floor – fully level, use of contrasting colours for people with sight impairment in both common areas and in spaces; and in training programmes, strong WIFI
- Ability to deliver training using assistive technology
- All areas Covid – Safe: capable of complying with Social Distancing and Hygiene; access to natural ventilation/ Fresh air in every space

#### **Digital Access**

- Must have very strong signal
- WIFI and a strong and constant signal will be critical to the success of the building:
- From renting office space, to business activity of SEs-in-residence, all initiatives/ training/ virtual sessions with partners;
- it is also strongly desired by community as a resource for those who currently face problems – many are citing this as a barrier.
- Access everywhere, particularly in Offices, Conference, Group & Meet Spaces

#### **Green Heating and Lighting**

- Maximise natural Ventilation, lots of it.
- Keen on doors to external space from all ground floor areas
- Maximise natural light for arts activities, community daytime activities, courtyard growing

#### **Easy for Customers Moving Around**

- Keen to minimise corridors where possible
- Access to outdoors from all individual ground floor areas
- No steps from front door to all ground floor spaces – everyone can access all areas easily
- Lift is essential to ensure everyone can access all floors

#### **Easy for Cleaning and Turning Spaces Around**

- Set up and breakdown of spaces: new users every hour, two hours, half day, full day; Allow Cleaning in-between – target 10 minutes - Cleaning Stations on each floor?

Spaces which help the building to function

### **Flexible Staffing space**

- Day-to Day- Manager Developer Animateur Creator
- Day-to-Day Booking Admin and Vol Co-ordinator
- Partner Project People (Temp/Roving) e.g., Stove or Creative Collaborations
- PT fundraiser (Could be Homeworker)
- Cleaning/Caretake Roving
- 2 Ft Desks, a Hot desk, Chillout Space, access to Food Prep Area
- Can Staff space have a line of sight across the building?

### **Welcome Area**

- Open Foyer
- Chillout Space
- Capacity to Showcase the building/Artists – hanging space

### **Customer Facilities – Toilets and Changing**

- Quite apart from all toilets required by regulation including the Equalities Act
- A 'Changing Place' is required – see <http://www.changing-places.org>

### **Servery Function**

- To develop over time into social enterprise:
- Small Catering service for in-house meets, events training, conference, ...Tea/coffee snacks;
- make sandwiches, heat things up, keep things cold, support external caterer
- Public takeaway hatch Tea/Coffee pre-wrapped snacks – facing the school run footfall
- Can be booked – Training, healthy eating workshops
- More detail provided in Tables

### **Storage**

- Storage will be important to flex use of spaces; and to ensure a fast turnaround. Storage requirements for each space given in tables
- If space to spare, there may be a market for renting Storage?

Spaces

In Addition to the Staff Zone, Foyer, Changing Space and Services above, the tables here outline the income generating areas needed. LOS group have spent time whittling down, looking for double-ups, to arrive at this list. In Summary, spaces required are likely to include:

- The White Box: Community Well-being Group Space, Cap 70
- The Makery: A Workshop, Cap 20
- The Learning & Conference Zone (which can also be used as a film venue) Cap 45
- 6 Office Spaces for Social Businesses in Residence (circa 4 desks each) Stackable, Mergeable, Together...
- 2 Small Meeting Rooms for Committees, Planners, Businesses and Boards, which can also serve as breakouts for learning events (Committees come in 12s)
- 2 Private Therapy Spaces for Individuals and Businesses (Cap 3-4)
- 2 Homeworking Pods for the new era of working from home (Cap1)

- A Basic Kitchen Servery space, with an outdoor hatch and good standing room for demos & a few tables for popups
- Storage is critical to get right

Idea of Zoning: Quiet Zone, Work Zone, Group Activity, Business and Learning

The LOS Cttee would like to see spaces separated or zoned according to the noise they make, the quiet they might need, opportunities to share services:

- Big Spaces/Group Activity: Ground floor has a buzz about it, well-being group activity, social activity, creative workshops, it's lively, indoors and out...
- Quiet Zone: For Therapy, Advice, 121s, Homeworking, Board Meetings space...
- Work Zone: Social Enterprise Offices, LOS Staff, with shared Staff facilities e.g., Toilets Food Prep, Chillout?
- Learning/Conference Zone: Like the idea of top floor for this, if functional capacities can be met.



Outline of Income Generating Spaces

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
Social Well-Being Group and Community Space  <b>White Box</b>	Group Well-being Activity including movement dance tai chi yoga light sport /exercise	Min. Capacity for activity 25 participants using floor mats and having sufficient space between	<b>Atmosphere</b> Open, Light, Airy, Clean, Accessible, Studio-type environment Lots of access points  <b>Features</b> Sprung Floor Mirrored Wall Well-ventilated Access to sound system? Good Light Ability to darken/dim for chillout activity Warmth for Yoga Pilates etc	Servery Cloakroom Loos <b>Changing Place</b>	Mats Sports equipment Space for hoists and walking aids	Letting - Hourly Rental income Or Direct programming & Charging for Participation Storage rental
	Community Gatherings, Craft Fairs, Art Events, fundraisers	Cap up to 80 standing with room for Craft stalls/Tables	As above...	As Above	Trestles Seating	Letting May directly programme
	Community events – Evening Performances – e.g., small touring companies; local grown performances	Capacity 60-70 in theatre-style set-up with capacity to take small mobile stage and mobile light and sound	Blackout capability Well-ventilated Mobile Staging Ability to plug in Basic Tech Sound & Light facility Decent seating, flex for audience front, audience in round (mobile, storable) not fixed.	Box Office function Cloak function Loos Servery	Mobile staging (or hire?) Mobile sound & light (basic, or hire?) Seating	Letting / Direct programming / Box office splits

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
Social/Economic Wellbeing  The Makery	Range of Workshop Activities from Woodworking to fine art, craft techniques Therapeutic, Learning, Product Development	Min capacity for workshop participants 16 with space for Tutor doing Demos	<p><b>Atmosphere</b></p> <p>Creative Can make a mess, make mistakes, test and try out Dried-In Paint on floor doesn't matter Lots of light, lots of Air Industrial feel but friendly too Maximising Natural Light for daytime and summer eve workshops – sun's trajectory to determine location? NB Don't want sun in eyes! Big Doors to outside– Makery activity spills outdoors? (Fumes)</p> <p><b>Features</b></p> <p>Floorspace to take easels, for Life / Still Life classes, etc Workbenches/work tables for carpentry joinery woodworking (removeable?) Worktables for sewing (wall hung?) Loads of Shelving and storage for drying - unfinished works Storage for tools, sewing machines etc – a good cupboard onsite Lots of sockets to plug in at standing height May need a corner for weird equipment: e.g., Boiling things, encaustic art Big metal trough sink, for Clean Up</p>	Loos Cleaning Cupboard? The Outdoors!!!!	Storage and shelving outlined in Space Requirements Secure storage for materials (Hazardous?) And equipment e.g., sewing machines, material, clay, paint, various min 16ftx16ft shelved	Direct programming  Summer Schools  Lettable

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
Social Econ Well-being Cafe Servery/Kitchen With Hatch to Outdoors Outdoor Deck	Primarily catering for teas/coffees prepared snacks for activities and bookings  Outdoor hatch for developing business, for takeaway drinks and snacks; looking out onto small outdoor decking area	Indoor space takes 16 people standing for cookery demos, 12 seated  Outdoor decking for waiting Plus, seating for 8	Basic Functions:  1 LOS: Prepare great coffees and Hot Chocs for Sale, serve them at the Hatch  Prepare & deliver a meeting catering service to customers using White Box, Makery, Conference, Meeting Spaces. Inc Lockable Storage for crockery items, tea coffee pots cutlery etc.  Allow pop up café for events  Allow healthy eating workshops to take place  Provide small outdoor deck for takeaway/outdoor seats  2 Accommodate External Caterers: Refrigerate snacks or items for outside caterers Reheat items – outside caterers Prepare service – outside caterers	External deck/garden area seating		Meeting Catering – Chargeable service  Coffee Takeaway Soc Ent  Letting for POP Ups Demos and Events

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
<b>Social Well-Being Therapy Space</b>  <b>Small</b>  <b>Ideally 2 rooms</b>	Alexander Technique, Reiki, Shiatsu Mental Health Interventions such as 121 CBT, Art Therapy Music Therapy Counselling Advice Potentially beauty therapy & hairdressing	Mostly 2 people in a 121 situation, therapist and client; adviser and client; possibly up to 3 (if person accompanied or Couples therapy)	<b>Atmosphere</b> <b>Privacy</b> <b>Quiet</b>  <b>Various layouts:</b> Massage table Comfortable seating for talking therapies Drop down desk for advisory Clear with 2 easels art therapy Sink/running water Mirror <b>Lighting &amp; Vent</b> Natural Light Window/fresh Air Dimmable lights, blackout capability	Loo/Shower  Waiting area capacity 2  Storage	Mobile Massage table Mobile Hairdressing sink	Bookable – private practitioners  Bookable- Advice Welfare (HSCP, CAB)  Storage rental for therapist equipment
Economic Well-Being <b>Surgery/Advice Space</b>	Surgery and Advice Sessions	Capacity 2-4	<b>Privacy</b> <b>Quiet</b> <b>Drop Down Desk</b> <b>Seating for 2-3</b>	Waiting area		Lettable income

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
Economic Well-Being <b>Homeworking Pods</b>	Solo work at desk Do not disturb	1 person	<b>Quiet</b> <b>Privacy</b> Screened Access to internet Computer plug ins/Power points <i>Could this be mobile?</i>			Bookable per half day
Economic Well-Being  <b>Learning &amp; Development Zone</b>	Conferences	Estimating 40-45 theatre style, 30 Conference (Tabled) style	Separate Do Not Disturb Sole use during activity Big Screen/WIFI/good sound Live streaming capability – stable internet Space for catering	loo	Storage for some seating/tables  Breakout rooms available nearby but not necessarily adjacent	Lettable half day
	Training & Development, Courses & Classes/Lectures /Talks	30 Conference (Tabled) style 25 Class Room Layout	Quiet sole use during activity Big Screen/Wi-Fi___33/good sound Virtual Learning Live Live streaming capability – stable internet	loo	Breakout rooms available nearby but not necessarily adjacent	
	Film/Screening Livestreams	40-45 cinema style	Big Screen/Wi-Fi___33/good sound Live streaming capability – stable internet Simple Absorption system on walls to create atmosphere/sound balance? (Curtaining?)	loo	Storage for some seating	Box office split with a club, or direct programming charging

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
Economic Well-Being  <b>Business Meetings Rooms</b> Ideally 2	Small Group Meeting Space Committees/Boards	Capacity 12 for meetings	<b>Quiet</b>  Empty Or Oval Table layout, seating for 12 Access to WIFI, Projector and Screen Corner table for catering	None, but could work as breakouts for conference		Lettable income
Economic Well-Being SE IN RESIDENCE	Office 1	1 @ capacity for 4 staff desks convertible to configure as needed	<b>Quiet</b> Desk space for 4 Ground Floor preferable Small Recep/Break/ Chillout Area Security Extremely Reliable Internet is Critical Computer Plug ins Small Storage Cupboard admin Electric Plug-ins for Vehicles Car parking 4 vehicles Overnight	Loo  Access to food preparation area		Full Term Lease for space plus additional charges for utility security cleaning dedicated parking
	Office 2	1@ Capacity for 4 convertibles to configure as needed	<b>Quiet</b> Desk space for 3 Privacy area/office for 1 Small Storage cupboard admin Small Recep/Break/ Chillout Area Security Extremely Reliable Internet is critical Computer Plug ins	Loo Access to food preparation area	Must have adjacent secure storage minimum 16-20m2	Full Term Lease for space plus additional charges for utility security cleaning dedicated parking

Outcome/Space Name	Primary Uses	Max Users at any one point	Space Requirements	Adjacent Functions	Things needing stored nearby for fast turnaround	Business Model
	Offices 3-6	Further 4 office spaces Each capacity for 4 staff convertible to configure needed	<b>Quiet</b> Desk space for 4 Small Recep/Break/ Chillout Area Security Extremely Reliable Internet is Critical Computer Plug ins Small Storage Cupboard admin  <b>'Mergeable'</b> is very important -i.e., can be joined for 8 desks & small welcome area <b>configurations</b>	Loo Access to food preparation area		Full term Lease  To be secured

The Resulting Architects Design Scheme is set out in APPENDIX 1, with Capital Costs and Assumptions at APPENDIX 2, Building Project Timeline at APPENDIX 3.

## Direct Programming

### Building Momentum and Opportunity in Year Zero: Creative Placemaking

We propose to work with The Stove (Dumfries) who have developed the Embers Project, “a collaborative practice that uses creative activity to connect and come together with other individuals, groups and organisations and respond to local needs with innovative solutions that focus on social wellbeing and inclusion in our communities.”

Using artists and creatives to create local opportunities for collaboration, shared-resource, cross-sector working and locally-led innovation has resulted in the development of exciting new social enterprise activity within Dumfries. To replicate this approach in Lockerbie, we aim to work in partnership with The Stove to develop an intensive, community-led creative placemaking programme in the year run-up to the centre opening, to build momentum and to ensure programming is wholly influenced by and connected to placemaking, current thinking, aspirations and need.

### Economic Well-Being: Proposed Programming Themes

- Vocational Training, informal and accredited Learning (in-person and virtual) in partnership with partners (currently likely to include Lockerbie Academy, FE Dumfries, Syracuse University NY)
- ‘Spark’ Business Programmes: e.g., Young Talent programme incorporating leadership, enterprise skills, product design workshops, guest lectures with business mentors, Apprentice-style business challenges; presentations, team projects. (Through partnerships with Young Social Entrepreneurs, agencies including Social Enterprise Academy)
- Capacity-Building for Groups, including sessions in fundraising, marketing, tourism, governance programmes, networking events, mentoring schemes, ideation workshops, networking events.
- Business Support, Advice Events: Business Gateway workshops, livestreamed, delivered remotely or in-person.
- Digital Skills Learning for whole community, from Starting Out to Expert Level, exploring opportunities for intergenerational learning projects, working with partners including CLD Adult Learning.
- Programming may also explore Creative Industries, Gaming, online businesses, including Livestreaming guest lectures e.g., Abertay.
- Makery creative design programmes in a wide range of arts and crafts, linking to commercialisation, testing new items/crafts/products which may develop into new businesses: in conjunction with Artists and successful crafts social enterprises in other parts of Scotland and beyond.

### Social Well-Being: Proposed Programming Themes

- Group Well-being Classes: Tai Chi, Dance/Movement, Yoga, Chi Gong, Pilates, Dance, Movement, Exercise, Mindfulness; with a view to supporting participants to create new social organisations
- Arts and Interests Classes: Creative Writing, Poetry, Heritage, Wilderness Conservation, History, Lectures
- Creative/Therapeutic Making: Life Drawing, Watercolours, Encaustic Art, Acrylic pouring, Mosaic, Stained Glass-making, Candle making, Woodworking, Pottery, Soap-making, .... which may also lead to developing new products
- Community Events: Craft Shows, Christmas Market, Drama Performances & Music Gigs tying into events such as Rockerbie and Lockerbie Jazz Festival
- Film/Cinema events
- Therapy/Massage Programmes, while supporting new businesses to set up
- Counselling 121 or 122, as above
- Regular drop-in programmes for Citizens, Welfare, Consumer Advice/Support (121 or up to 12) plus programmed Health Clinics, Drop-Ins and groups in partnership with Health services
- Outdoor Group Tai Chi Yoga Pilates, movement classes;
- Outdoor area Growing and landscaping projects e.g., Edible Lockerbie, safe meeting space development

## Social Enterprises in Residence

Showcasing the power of social enterprise to transform well-being, The centre will be home to up to 6 businesses with a social or economic well-being aim. We will offer offices and storage space to rent. Social Enterprises in Residence will not only rent space, they will also contribute to programming, coaching, mentoring, creating volunteering and work experience opportunities, contributing to the sustainability of the vision and the centre itself. Their Presence, and contribution as exemplars, coaches and activists, will inspire and potentially benefit the whole community.

Six offices with capacity for four staff, and for merging into larger areas, will be available, with shared staff facilities alongside, plus access to high quality meeting, conference, training, events and storage space. To meet business need, and address a local shortfall in general, there will be robust WIFI access.

## Venue Hire

Hiring out spaces within the centre not only increases revenue generation, but, importantly, also allows the centre to expand its programme through collaboration with other social, community, health, arts and well-being organisations using the venue for their own events. Those hiring space within the centre will therefore include:

- Local Community Groups, Organisations and Associations
- Social Enterprises
- Health and Well-Being Agencies, Promoters and Providers
- Trainers and Learning Providers
- Infrastructure, Advice agencies
- Businesses, Self-Employed, Homeworkers
- Events providers, Festivals, Touring Theatre or Performers
- Private individuals

## Spaces Available for Rental

- The Learning Zone (Training, Lifelong Learning and Business Event Space) Capacity 42
- The Makery (Creative Thinking and Enterprise, Learning and Workshopping) Capacity 18
- The White Box (Social, Health and Well-Being Programme Space) Various configurations, 70 seated, 100 standing
- Therapy Zone (Mental Health and Well-being Practitioners, Business Coaching and Surgeries, Citizens Advice, Welfare Advice) Capacity 3
- Work pods/Hot Offices (Homeworking and self-employed) Capacity 2
- The Social Enterprise in Residence Zone (accommodation for established and new enterprise with social aims) (6@Capacity 4)
- Future Vision Room (For Businesses and Group Planning and Meetings) Capacity 12
- The Outdoor courtyard: Outdoor meeting and learning space. (Capacity 12)

## Competition – Space Rental

There are multifunctional – not dedicated - large and small spaces available for hire within the local area, and beyond at Johnstonebridge. Local consultation, surveys and recent focus groups clearly message that there is insufficient space available for existing community groups. Mapping of spaces and functionality – competition - are available at APPENDIX 4. Most local hotels offer spaces for large business conferences and community functions. Lockerbie town Hall offers multifunctional spaces for groups and meetings, but community consultation indicates oversubscription, storage and access issues.

A summary is set out here:

Venue	Postcode	Facilities	Spaces Designed for Letting Functions – Dark Green Multifunctional Space Sometimes used for – Pale Green													
			Multifunctional	Wedding & function	Community group meets	Community Events	Community Learning	Youth	Pre 5s	Infants	Community Advice and Health	Therapies/Mental	Large Business Conference	Performance	Creative Visual and	Heritage
Johnstonebridge Centre	DG11 1ES	Main hall Meeting room Kitchen Projector and screen Full bar														
Lockerbie Town Hall	DG11 2ES	Oak room Elm room Hawthorn room Birch, Hazel & Alder rooms Lesser Hall Ash room														
Townhead Hotel Bar Restaurant	DG11 2AG	Meeting room Wifi, tea/coffee														
The Kings Arm Hotel	DG11 2JL	Meeting Room Wifi, tea/coffee														
Sumerton House Hotel	DG11 2DR	Meeting Room Wifi & business services - fax/photocopying														
Dryfesdale Country House Hotel	DG11 2SF	Conference facilities and private events free parking														
Sure Hotel	DG11 2RB	Business events: flip charts and pens OHP and screen TV and video Digital audio projector wireless broadband														
Cressfield Country	DG11	Not specified														

Venue	Postcode	Facilities	Spaces Designed for Letting Functions – Dark Green Multifunctional Space Sometimes used for – Pale Green														
			Multifunctional	Wedding & function	Community group meetings	Community Events	Community Learning	Youth	Pre 5s	Info	Community Advice and Health	Therapies/ Mental	Large Business Conference	Performance	Creative Visual and	Heritage	Hobbies Interests
House Hotel	2SF	(Assuming)															
Dryfesdale CoS Church, (Hutton and Corrie)	DG11 2AA	2 meeting rooms, storage room, kitchen and servery, modern hall.															
Holy Trinity RC Church, Lockerbie	DG11 2DA	Not specified (Assuming)															

## Catering

A small servery kitchen with an outdoor Hatch will offer good-quality drinks and snacks catering for meetings and groups, healthy eating demonstrations and pop-up cafes. We will partner local hospitality and cafes for any further catering requirements by service users, to support boosting benefits for local businesses.

## 10 Operational Strategy

The key objectives with regard to operations can be summarised as follows:

- To maximise efficiency (minimise time and cost) of all Well-Being Centre operations
- To contract out operations which are not viable to run in-house
- To optimise transport links
- To ensure spaces operations and programmes are as fully accessible as possible
- To ensure the centre complies with Health and Safety legislation
- To ensure the centre is secure

### Opening Hours and Rationale

The centre will be open for a minimum of 49 weeks throughout the year. Opening hours are anticipated as follows:

Opening Hours by Season	Rationale
<b>Peak Season (Oct – May)</b> 9am to 9pm Monday to Friday <b>10am – 1300 Saturdays</b> (Extended at weekends for programmed Events)	Community activity and programming will be at its peak
<b>Shoulder Season (June and mid-Aug to end-Sep)</b> 9 am to 9pm Monday-Thursday, 9am=5pm Friday. (Extended to Friday Evenings/ Weekend for programmed Events)	Programming will start to wind down; some community organisations will take summer break
<b>Off Peak Season (End Jun to mid-Aug)</b> 10 am to 6pm (Extended evenings or weekends for events)	Off peak activity will primarily be programmed summer schools; bookings for community events, functions and conferences)

### Internal And External Operations

The following table highlights the activities which will be operated internally by LOS and those which will be managed externally or contracted out.

Role of Centre	In-house Activity	External Resources
<b>Strategic planning and management of overall Centre</b>	<ul style="list-style-type: none"> <li>• Develop and manage the business plan</li> <li>• Staff recruitment, management and development</li> <li>• Reporting through appointed Board</li> </ul>	<ul style="list-style-type: none"> <li>• Business advisors / accountants / lawyers assist in development of the centre</li> </ul>
<b>Programme</b>	<ul style="list-style-type: none"> <li>• Develop overall programme</li> <li>• Identify, design, select, book all Creative Arts activity/performances/Films</li> <li>• Manage full programme</li> </ul>	
<b>Ticketing</b>	<ul style="list-style-type: none"> <li>• In-house facility</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate with other booking systems to improve access to tickets / info</li> </ul>
<b>Venue Hire</b>	<ul style="list-style-type: none"> <li>• Generate bookings</li> <li>• Manage client events – room set-</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate with other booking systems in venues across D&amp;G?</li> </ul>

Role of Centre	In-house Activity	External Resources
	up, service	
<b>Catering</b>	<ul style="list-style-type: none"> <li>• Manage café and catering/bar for venue hire events</li> </ul>	
<b>Marketing Communications</b>	<ul style="list-style-type: none"> <li>• Develop and manage full plan</li> <li>• Enquiry handling</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist input for PR, graphic design, website etc</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Overall financial planning and management</li> <li>• Identifying, managing and processing private and public funding applications</li> </ul>	<ul style="list-style-type: none"> <li>• Accountants oversee monthly accounts</li> </ul>
<b>Admin</b>	<ul style="list-style-type: none"> <li>• All day-to-day programme, marketing and finance admin</li> <li>• Management reporting</li> <li>• Internal communications</li> </ul>	

### *Rationale for External Services*

- External advisors provide additional strategic expertise in critical start-up period
- In-house café operation ensures tight control over quality, service and style. Also provides opportunity to retain 100% of revenue
- Specialist marketing input required to supplement internal general marketing management
- External accountant reassures board that accurate monthly management accounts are being produced and allows extensive financial administration to be undertaken internally (more cost-effective)

### Business Support Systems

The following business systems will be developed to maximise efficiency:

#### Finance

- Financial planning and management software to be installed (e.g., SAGE, the industry standard)
- Key staff to have access to system (differing levels of access)

#### Operations

- Space, programme, workshop and event ticketing system with full payment capacity, online booking, with ability to produce scheduling reports and links to financial system.

#### WIFI

- A robust strong WIFI signal is critical for businesses using the centre. We will install Fibre to the premises along with all-area internet access and take advice on futureproofing this at design stage.

### Access

The Community Well-being Centre will liaise with community organisations and agencies delivering services currently to vulnerable people, with a view to supporting people to access programmes and community groups, and to encourage their use of the facility as a workshop, meeting, group activity venue. Features to maximise physical accessibility will include:

- Induction loop /infra-red system
- Clear signage
- Ramped or flat access to all entrances, exits, spaces, areas

- Accessible toilets, including a Changing Places Room
- Accessible operating and office systems
- Flexible lighting and sound systems which can be operated from ground level
- Lift

## Health And Safety

To comply with Health, Safety and infra-red Company legislation in all aspects of the operation of the venue, LOS will take professional advice in the start-up period with regard to the development of its health and safety manual and all operational procedures including catering (health and hygiene).

## Security

The building will be fully equipped with security alarms and swipe card access. In addition, security of the car parking area will be heightened through CCTV surveillance.

## 11 Pricing Strategy

### Determining Pricing –Principles

We will continue to review our final pricing structures as the project moves through detailed design stages in 2021-22. Our charges will consider patterns of usage and users. Principles are:

- Ensuring costs are covered, so that we run viable well-being spaces
- Ensuring charges consider Ability to Pay, and don't exclude people from participating
- Market Norms (What everyone else is charging)
- Using Market Segmentation, segments may be commercial, standard or community organisation/social enterprise
- Using Differential Pricing for the same areas, based on usage purpose and time of day/week
- Prices may vary depending on Achieved Levels of Subsidy (Core Grants which allow us to offset charges)

### We are anticipating three main pricing areas:

- Direct Programming (Chargeable Events, workshops)
- Letting spaces to groups who like us are promoting social well-being
- Leasing Office Space long-term to organisations with a social benefit

### Direct Programming

A range of wellbeing and creative activities will be programmed to maximise income generation with charging per event, session or block session. Individual event and activity pricing will vary according to the nature of activity, maximum participant numbers, materials and equipment required, associated costs of tutors, royalties and fees. Grant-supported projects and programmes delivered in partnership with targetted groups, subject to funding, we anticipate will attract no charge.

The broad pricing principles above will be applied to these sample activities, estimated pricing for a range of potential events are indicated here for the purposes of developing projections. We anticipate these as minimum prices, set lower than average, to account for the low-wage economy:

Well-Being/Community Events - Chargeable	Estimate No Events Per Annum Year 2	Estimated Attendances	Lower Estimate £ Per Head per session
Daytime Makery 2-hour Taster Sessions	80	960	£12
10-week Block Courses Arts Craft Wood Day & Eve 2 hrs/ week	12	1440	£11
Well-Being Sessions: e.g., Healthy eating, tai Chi, Yoga, Movement	320	4800	£4
Leisure Courses/Classes	130	1560	£5
Literary/History Sessions	10	250	£5
Art Fairs/ Crafts - Entry	2	400	£2
(Crafts Commercial Market - Space for Sales)	2	30	£50
Music Gigs	12	600	£15
Drama Events - Small Professional Touring	8	480	£15
Film: Mainstream, Classic, Arthouse	26	950	£8
Film: Children	20	1000	£3
Gigs other e.g., Comedy	4	120	£12
Music/Other Event – livestreams	3	75	£20

Week: Summer Schools targetting visitors	4	48	£200
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## Venue Hire

### Market Norms

Pricing for space in community well-being ventures in city or rural areas, and in the local area, broadly follow these patterns, showing others have considered market segmentation and differential pricing:

Venue	Twechar Healthy Living Centre	Connect Community Trust	Coalburn	A' the Airts	Dalmally Community Centre	Lockerbie Town Hall	Johnstone - bridge
<b>Small Meeting room</b>	£6- £12/hour		£10/hour  £15/hour commercial	£15/hour standard  £10/hour community groups	£10/hour commercial non-local £5/hour for locals	£10-15 standard  £4-8 community/ charity	£10 Commercial  £7.50 Local
<b>Large meeting room</b>	£24/hour		£15/hour  £25/hour commercial	£15/hour other £10/hour community groups		£15-18 standard  £6-10 community/ charity	
<b>Community Space – equivalent to White Box</b>	£18-£25/ hour for private functions	£22/hour weekdays  £30/hour weekends	£25/hour other  £40/hour commercial	£20/hour other £10/hour community groups		£18-20/ hour standard  £7-12 hour  Community/ charity	£15 Commercial  £10 Local
<b>Dedicated Training Space</b>				£10/hour community groups  £15/hour other		-	
<b>Kitchen</b>						£10/hour	£10/hour
<b>Sundry Hire (Crockery)</b>						£5/hour	£5/hour

## Charging – Economic and Social Well-being Spaces

While there will be a significant level of direct programming to meet well-being objectives, we estimate that 30- 50% of hours may be usage by existing community organisations, and new social well-being organisations and new social enterprises. Usage will build over time.

Projected income in our financial strategy assumes top-end concessionary letting rates, designed to be affordable but high enough to keep the building sustainable. Letting levels are based on discussions with potential users in March 2021. Final pricing will be based on ensuring organisations and initiatives which promote well-being benefits, and our values, can afford space.

Space	No	Hourly Charge Year 2		Start Rate for Projections	Hourly charge – Year 3*	
		Social Well-being	Other		Social Well-being	Other
Future Vision Room – up to 12 users	2	£7.00	£12.00	£9.00	£7.50	£13.50
White Box	1	£12.00	£22.00	£14.00	£13.50	£24.00
Conference Learning Zone	1	£10.00	£30.00	£15.00	£10.50	£33.00
Kitchen	1	£5.00	£5.00	£5.00	£5.50	£5.50
Makery – Creative & Technical Workshop Space	1	£14.00	£20.00	£16.00	£14.50	£22.00
Therapies and surgery space	2	£7.00	£12.50	£12.50	£7.50	£13.00
Hot desk/Homeworking	3	£5.00	£5.00	£5.00	£5.50	£5.50

- Price Changes will be a function of sensitivity and demand. Assuming 5-10 % price increases, rounded to nearest 50p

### Leases: Social Enterprises in Residence – Office Space Rental

#### No Units: 6

Office space for 4 Staff, with associated storage: £6,000-£7500 per annum.

There will be additional costs attached to leases for Utilities, Cleaning, Security and Management costs.

## 12 People & Skills Strategy

### Skills, Knowledge and Expertise Needed

The proposed vision requires a wide range of expertise and resources to deliver. LOS Committee have identified key areas of work, expertise, knowledge and skills required, and the level at which these would be needed.

SKILLS AND KNOWLEDGE	Governance level	Senior Expertise i.e. (Executive, Board member, Professional Advisor)	Management & Delivery Expertise	Operational & Systems Expertise
<b>Governance</b>				
Roles and legal responsibilities of office-bearers in a SCIO	X			
What a SCIO can and can't do	X			
Charity: Board Legal duties and responsibilities	X	X		
Monitoring company finance	X	X		
Financial Management, Monitoring and Reporting	X			
Chairing/running effective meetings	X			
Being an Employer: Board Responsibilities, Legal Duties	X			
Policies and Procedures required to run the business	X	X	X	
Delegated Authority	X			
<b>Running This Business</b>				
Strategic Planning		X	X	
Spotting Commercial Opportunities		X	X	
Identifying Supply Chain/partnership opportunities with private sector			X	
Growing new businesses from scratch, the start-up process		X	X	
Understanding and Developing Social Enterprise Opportunities		X	X	
Marketing – What makes an Effective Marketing Strategy		X	X	
Annual Planning & Review, Setting Goals, Objectives, KPIs	X	X	X	X
Developing Sales Strategies & Fundraising Strategies		X	X	
Managing Risk	X			
Quality Management	X	X	X	X
Health and Safety – Compliance, Policy Suite		X	X	X
<b>Running a Building /Operations</b>				
Technical Maintenance				X
Being a landlord			X	
Letting spaces - contracting, Systems			X	X
Operational systems: Letting, Financial, Payment Handling, Ticket Booking, Security				X
Compliance with H&S law, Equalities Act, all		X	X	

SKILLS AND KNOWLEDGE	Governance level	Senior Expertise i.e.	Management & Delivery	Operational & Systems
regulatory				
Delivering a catering support function				X
Cleaning and maintenance schedules / Covid Compliance			X	X
Emergency planning Business Continuity		X	X	
<b>HR Strategy</b>				
Managing a multi-disciplinary team			X	
Managing Workloads			X	
Appraisals, Support & Supervision		X	X	
Effective Teamworking			X	
Employment Policies		X	X	
Payroll Management			X	X
Recruitment, Induction and Staff Development		X	X	
Fair work and Decent work Policies	X	X	X	
<b>Volunteers – Policy and Management</b>				
Recruitment & training volunteers			X	
Support & Supervision			X	
Working with volunteers, Volunteer policies and procedures			X	
Managing Volunteers:			X	
<b>Customers, Community Programmes</b>				
Community Engagement Strategies			X	
Audience Development Strategies			X	
Community Development / Capacity Building Expertise		X	X	X
Creative Processes, Makery Programming		X	X	X
Youth: CLD, Strengths Based Approaches, Curriculum for Excellence, Business talent		X	X	X
Equalities Act, Access and Enablement Strategies		X	X	X
Collaborations/Partnership Working – leading to new activity streams		X	X	
Collaborations/Partnerships – engaging community and SEs in-kind in delivery			X	
Commercial Acumen		X	X	

## Analysis of Existing Strengths, Areas for Development

LOS Committee profiled their own areas of expertise, and the following strengths and areas for development were identified:

Strengths	Areas for Development (Project Phases)
<p>Governance Monitoring finance Starting Up a Campaign from Scratch Knowledge of Community within Lockerbie Using existing committee members skills and strengths</p> <p>Building: Technical and construction and project management know-how; Briefing architects putting the funding package in place, monitoring progress (THROUGH PARTNERSHIP with Cunninghame Housing Association)</p> <p>Identifying opportunities for Collaborations &amp; Partnerships Recognising the range of skills needed to undertake a multi-faceted project Identifying and bringing in expertise when needed (via partnerships and commissioning expertise)</p> <p>Managing people, engaging volunteers, keeping community involved, keeping momentum up</p> <p>Understanding some key aspects of systems and operations Understanding Community Development/ Youthwork Education &amp; Visual Arts</p>	<p>Governance: Refreshers, maintaining skills, staying up-to-date, legal duties Building a Competency-Based Board Board Inductions Process</p> <p>Running a Business Spotting and acting on relationships and opportunities, business management and administration, setting direction and goals, translating that into plans; ensuring it remains viable long-term</p> <p>Delivering Community Programmes Ensuring strategies and activities for delivering economic and social well-being are acted upon, are relevant, high-quality and making an impact.</p> <p>HR Strategy, management: Different Scale, wider range of expertise</p> <p>Running a building/Operations</p>

## A Competency-Based Board

LOS propose the following board members, to achieve the balance of skills required to run a successful venue:

Proposed Board (Voluntary, Except Centre Director)			
Position	Key Attribute	Time	Role Outline
<b>1. Executive Chair</b>	Leader, charismatic, excellent strategic thinker, pragmatist	1 day/ month	
<b>2. Director (Creative Activity)</b>	Excellent Creative Arts understanding	1 day/ month	Advisor, Strategic Support, Network
<b>3. Director (Local Business Community)</b>	Strong local business network	1 day bi-monthly	Adviser and Network
<b>4. Director (Financial)</b>	Senior finance experience	1 day bi-monthly	Financial Performance Overview
<b>5. Director (Marketing/Media)</b>	Senior marketing experience	1 day bi-monthly	Support Marketing Strategy
<b>6. Directors (Social Well-being, Social Enterprise, &amp; Employability, Youth, Disability, Women, Older People)</b>	Senior authoritative specialists	1 day bi-monthly	Support Strategy, Assess Quality, keep Board abreast of current opportunities, access to networks
<b>7. Community Representatives</b>	Senior authoritative local leaders	1 day bi-monthly	Keep board abreast of Community Needs, Changes, Issues.
<b>8. Centre Director</b>	Creative and managerial skills	Full-time	Managerial Planning & Reporting
<b>9. Patron / Celebrity</b>	Celebrity with status and first-class network?	3 days / year	Big name to draw attention
<b>10. Council Leader, Elected members</b>	Local authority leader	1 day bi-monthly	Keep board abreast of Opportunities in wider Planning context

## A Skilled Workforce

Key Roles at Managerial and Operational Levels reflect the Offer and Operational Competencies:

Key Role	Time Required	FTE Equivalent
Animateur/ Creative Community Director/Management Lead	Full Time	1
Marketing and Business Development/Fundraiser	Part-Time	0.4
Volunteer co-ordinator	Part-Time	0.4
Building Administration, Booking co-ordinator, Operations, Stock, Welcome	Full-Time	1
Finance/IT Admin Support	1 Day/week	0.2
Cleaning - Internal	2235 hours per annum	1.25
Technical Advisor & Light Maintenance	Max 4 -5 hours per week	0.15
Creatives Collaborations - Fees	Subject to funding from Year Zero	
Youth Traineeships: Events and Front of House (CJS)	40 weeks per year	2

## Supporting Employability

We aim to look at how some key roles might be developed into work experience and training opportunities for young people and our aim is to look at programmes such as Community Jobs Scotland and employability training partnerships, using the staffing budgets above as leverage.

## Harnessing Community Strengths: Volunteering Opportunities

There is a wealth of evidence underpinning the positive impacts of volunteering. Evaluation of Big Lottery programmes, and academic study indicate that<sup>39</sup>:

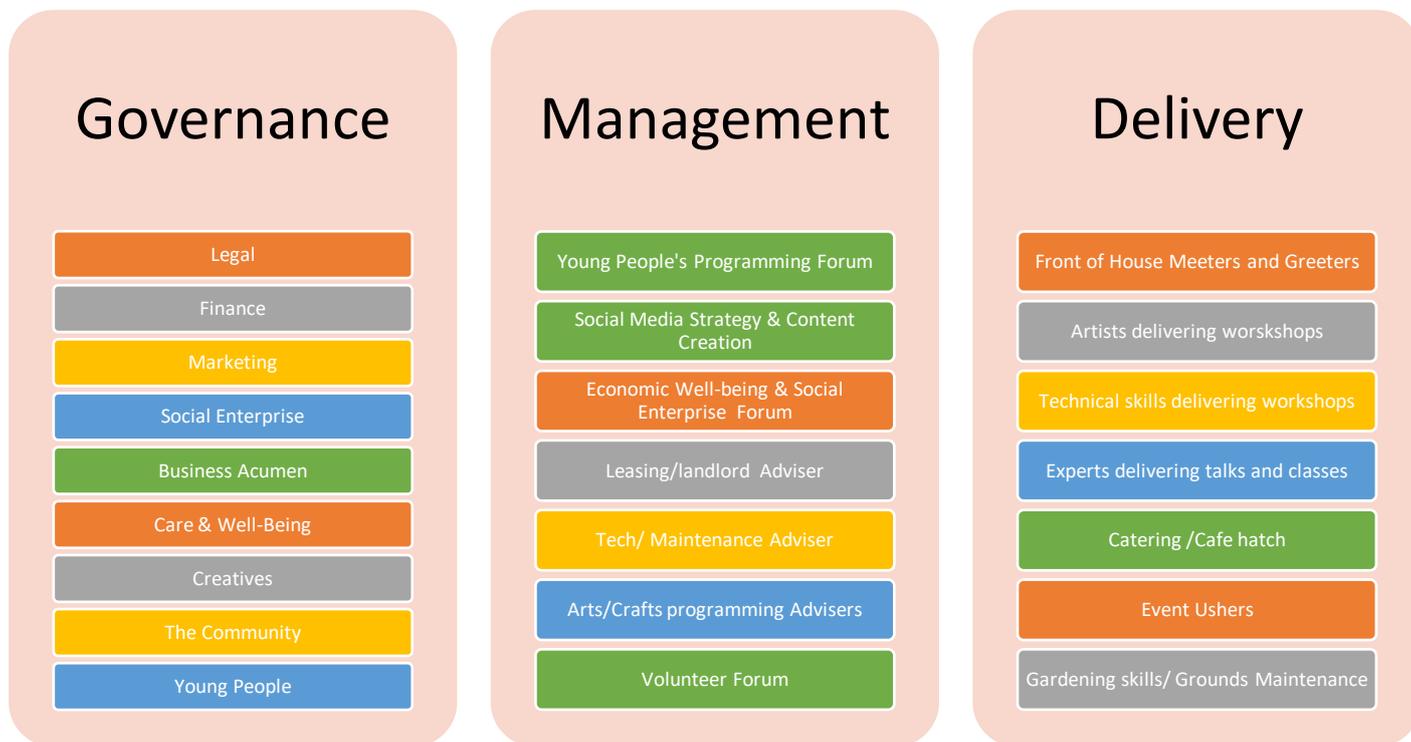
- Volunteering can have a positive effect on a range of aspects of individual well-being, including happiness, life satisfaction, self-esteem, sense of control over life, improved physical health and alleviating depression.
- An evaluation of independent charities found that volunteering opportunities helped young people to develop 'soft' skills linked to well-being, such as confidence and self-esteem, raised aspirations, enhanced social skills and networks, amongst others.
- People who volunteer have better mental and physical health than those who do not volunteer.
- Those who volunteer have lower mortality rates, greater functional ability, and lower rates of depression in later life than those who don't.
- Volunteering has a positive effect on social psychological factors, such as one's sense of purpose and autonomy, and increases a person's sense of happiness.
- The health benefits of volunteering increase with age and the act of volunteering itself may help individuals to maintain their independence as they grow older and face increased health challenges.
- There is a causal relationship between volunteering and wellbeing. Better health leads to continued volunteering, but volunteering itself also leads to improved physical and mental health.
- Several studies have found that when those with chronic or serious illness volunteer, they receive benefits beyond those that can be achieved through medical care.

## Our Volunteering Plan

To derive maximum value from volunteering, for both volunteers and the key contribution they can make towards meeting our objectives, we are systematically mapping the ways in which volunteers could add value in each area of governance, management and delivery.

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<sup>39</sup>Big Lottery. Research and learning Factsheet. Well-being: the impact of volunteering. Online at [https://blogs.lse.ac.uk/careers/files/2016/02/res\\_well\\_being\\_impact\\_volunteering\\_factsheet.pdf](https://blogs.lse.ac.uk/careers/files/2016/02/res_well_being_impact_volunteering_factsheet.pdf).



We will actively recruit volunteers to meet these needs. We will seek to recruit a wide range of volunteers and explore ways of broadening the appeal and accessibility of volunteering. This could include working with community groups, schools, older people’s services and grassroots organisations to extend our reach into the most marginalised or non-participating communities. We will:

- Create a wide range of volunteer roles across governance, management, and operational areas, creating flexible, appealing roles that require different skills and levels of commitment.
- Develop Volunteer Role Descriptions, support and training opportunities. All new volunteers would attend a professional induction followed with regular one-to-one review sessions; feedback from these reviews is fed into planning processes. Our communications and team meetings will help volunteers cultivate a sense of being a very important part of our team.
- For young people, we will link volunteering to improving life chances. Role-specific training opportunities will be developed which will enhance skills and potentially improve job prospects.
- Cultivate Partnerships, building closer relationships with voluntary sector and community organisations that provide services to vulnerable people to enhance opportunities for them to take up a volunteering role.
- Proactively target the wealth of talent within our growing community of older people
- Publicise our volunteering opportunities at local events, via relationships with schools and other agencies.

#### Fulfilling our Plan: Partnerships with TSI and SOSE

We will engage with TSI, SOSE and others to develop training activity which will to keep our committee fresh and up-to-date; using this Plan as a brief for asking for scheduled supports to build this picture of expertise over the period June 2021-Sept 2023.

#### Recruitment Strategy

- Competency- based board volunteer recruitment will commence in September 2021.
- Recruitment of some key job roles will start 12 months prior to opening, estimated date of September 2022. It is anticipated that the lead post will start 6 months in advance of opening.
- The Marketing and Business Development /Fundraiser and Volunteer Co-ordinator will start 3 Months pre open

- Operational Volunteer recruitment, and induction will start 2 months prior to opening in September, so that communities are engaged in forward programming.
- The balance of staff, including administrative, technical and cleaning, will be recruited to start 3-4 weeks prior to opening.
- The positions will be advertised in the local and national media as well as specialist community development, social enterprise and business sites.

## External Advisors

Ongoing external advisors will include:

- Business advisers/Letting
- Accountants
- Lawyers

## 13 Marketing Strategy

### Target Markets

In developing the programme and marketing strategy for a Community Well-Being Space in Lockerbie, primary and secondary markets and key stakeholders are defined here:

#### Primary Users

Market	Usage
Local Community Social Well-Being Organisations	Lets for activities, delivering services to vulnerable people, conducting meetings, delivering workshops, day services, advice and other supports (e.g. Dryfemount Day Care, Citizens Advice).
New Social organisations	Access to guidance and advice surgeries, learning opportunities in partnership with Dumfries and Galloway TSI; To develop new groups, run existing programmes, expand current activity, respond to local demand.
Vulnerable Groups	Peer support activity participants, enterprise development participants, service recipients, training participants, audiences for events, creative Makery workshop participants, volunteers, lessees of space.
Older people	Audiences, tasters and tester participants, workshop participants, volunteers, new group creators, delivery of expert talks.
Young people	Participants in Young Talent Forum, Programme design Participants in Young Talent programmes; Creative Collaboration Programmes, social enterprise start-up programmes; Access to training and development activities, Access to year-round community activities and weekend / summer events.
Social Enterprises	Lessees of Office space, based in the building as Social Enterprises in Residence, Coaching, mentoring Volunteering Expertise to all aspects from management to programming. Sign-Ups Include ACTS Community Transport, Handyvan.
Businesses/Start-Ups	Meeting and conference Spaces, facilities for corporate events; As Volunteers, Coaching and Mentoring. Therapists: private spaces to develop & deliver therapy sessions. Self-employed or work-from-home: Work pods, business meeting spaces Access to business advice from Business Gateway/Others locally Access to space for meetings, workshops, testing products, testing markets, running events.
Professional Arts/Local Festival Scene	Space for theatre / music performance, standalone and linked to wider events Venue for streaming/film Direct programming of new workshop & learning activities, including visual arts/music/dance/drama
General Community	Participation in events, activity, workshops, therapies as audiences, consumers, learners, volunteers, service users, lessees of space.

#### Programming & Other Stakeholders

Market	Usage
Infrastructure or Support Organisations	Bringing services back into town/extending access: Providing Advisory Sessions to local people and businesses e.g. Citizens Advice, Advocacy, Business Gateway, TSI, SOSE, surgeries and events.
Education/Training Organisations	Bringing training and learning into town/Extending access: Courses or programmes streamed from main campuses, as Users of Training Facilities

Public sector partners	SOSE D& G Council, Tourist Board (SW400), HSCP (Clinics and advice sessions)
Tourism / Hospitality	Providing meals catering within centre for events: Partnerships for Accommodation for Summer School Visitor participants, Joint Promotions.
Local Retailers	Joint promotions, Exploring new product lines or new suppliers (Makery)

## Tools and Approaches

The main marketing approaches are summarised below.

### Relationships

LOS recognise the importance of partnerships, collaborations and building relationships in supporting this project, meeting the needs of target groups, creating an exciting programme people will engage with, and promoting ownership by the whole community. Relationships will build loyalty and long-term engagement, maintain strong connections with the community and businesses. We will seek out joint ventures with stakeholders, from educators to hospitality providers; joint projects and promotions with artists, experts, clinicians, advisers and therapists; we will offer an exciting range of volunteering opportunities from strategists to front of house welcomers. Relationships will also help us to reach key target groups. Local community organisations and agencies who directly work with older people, people with disabilities and young adults will also be critical partners.

### Lockerbie Well-Being Centre Website

A vitally important part of any communications strategy, a well-designed website will provide a cost-effective communications channel and has the potential to reach users from all market sectors. When leveraged to maximum advantage, the website will become one of the Centre's most important marketing tools.

The website will be designed to

- Promote the full Lockerbie Well-being Centre offer
- Allow visitors to register queries online
- Gain valuable information from consumers to assist the Centre in fine-tuning the user experience as it develops
- Provide site visitors with regular updates on changing events and activities
- Provide an online booking service for spaces and events

## Social Media Strategy

LOS will develop an appropriate Social Media Strategy which promotes the centre's aims. Harnessing skills and expertise in the area, LOS will aim to create content and deliver the social media strategy through a cohort of volunteers, supported by operational management. Key components of The Social Media Strategy are described below:

Component	Description/Resources
<b>Brand Objectives</b>	To increase traffic to Lockerbie Well-Being Centre Website To raise awareness of the centre offer in Lockerbie and beyond To raise awareness of programmes and Events Building audiences in our key target groups
<b>Identifying where Customers are talking</b>	Online Mapping exercise to identify which forums are used by target groups: Older People, Younger people, Vulnerable Groups, Community organisations, Social Enterprises, Businesses E.g., Facebook, WhatsApp, YouTube, Twitter, Instagram, Snapchat, Tok-tok, LinkedIn, specialist business-related sites.
<b>Deciding on how to approach joining in</b>	Create own mini-site/Blog/ Joining existing sites/ creating an App.
<b>Generating Content</b>	Developing an approach – create own content, mix with retweeting and 'newsjacking' on subjects which highlight target groups, the vision, aims, events programmes.
<b>Scheduling</b>	Scheduling social media tasks and activity which directly relates to upcoming centre activity, ongoing creative placemaking, and important dates coming up.
<b>Crisis Management</b>	Developing responses when something goes wrong
<b>Setting Out results</b>	Applying tangible goals and targets for interventions, for time periods, e.g., increasing bookings, higher uptake of digital courses...
<b>Evaluating and Auditing</b>	Measuring impact of activity; auditing presence, and active listening, for continuous improvement.

## User and Partner Database

A comprehensive database will be collated through creative collaborations, current LOS contacts and their service users, with existing community organisations. This database will be used for both web-based and off-line mailings. Over time, the Centre will be able to expand this consumer database through names generated from room bookings, promotional activity, online enquiries and ticketed event bookings. This information will be important in developing and shaping the user experience going forward and introducing new concepts into the centre. GDPR and information processing, seeking permission, will be critical to ensure the database of contacts is used solely for agreed purposes.

## Direct Mail

Direct mail will be largely restricted to e-mail, given this is the most cost-effective and rapid method of communication.

## Print and Leaflet Distribution

Printed material will include One-Off Event, quarterly What's On, An annual programme

## Advertising

Advertising will be kept to a minimum, focusing on key listings in e.g., local and regional local authority and tourist publications, given the superiority of PR and web communications in terms of cost and flexibility.

#### Promotional Activity

There will be opportunities to conduct tactical promotions to drive people to Lockerbie Well-being Centre events through local or regional press competitions and through any sponsorship deals that are secured. Most of the promotional activity will take place around key events.

#### PR

PR activity will include both traditional off-line PR such as press and familiarisation visits for journalists as well as seeking online PR coverage. The main thrust of PR activity will be a) to create interest and a desire to visit amongst local resident markets and to raise the profile of the centre in Dumfries and Galloway.

## 14 Financial Strategy

### Capital Costs and Assumptions

The Capital Costs and assumptions are provided in APPENDIX 3

### Revenue Costs and Assumptions

The project will commence 12 months prior to the opening date of the building, with a series of community engagement activities to build momentum. Grant funding for this initiative will be sought. When the building is launched, the project aims to develop a mix of trading income streams, including letting, workshop and programming income, plus rental of longer-term leases of office space for resident organisations. The balance of revenue generated will come from core grants or project funding. Staffing for projects will flex with income generated.

### Operating Income and Expenditure

#### **LOCKERBIE WELL-BEING CENTRE**

#### **Operating Income & Expenditure**

<b>Not e</b>		<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>Income</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	Earned Income - Programmed	0	34843	104530	109757	111952	114191
<b>2</b>	Earned Income - Catering	0	5866	11744	14353	14640	14933
<b>3</b>	Earned Income - Lets	0	16210	36270	46645	51309	59006
<b>4</b>	Earned Income Leases	0	14347	48500	52136	53179	54243
<b>5</b>	Public Sector	0	25000	25000	25000	25000	25000
<b>6</b>	Project Fundraising	25000	85500	105000	105000	102000	100000
<b>7</b>	Windfarms	50000	50000	50000	50000	50000	50000
<b>8</b>	Other Trusts/Initiatives	0	31000	26500	27500	27500	27500
	<b>Total Income</b>	<b>75000</b>	<b>262766</b>	<b>407544</b>	<b>430390</b>	<b>435580</b>	<b>444872</b>
	<b>Expenditure</b>						
<b>9</b>	Building Fit out – Furnishings & Equipment	0	34800	0	0	0	0
<b>10</b>	Salaries	45200	123384	177553	182873	186531	190261
<b>11</b>	Overheads - Property	20000	49000	83500	87110	88852	90629
<b>12</b>	Overheads - Administration	10000	17200	19255	20345	20752	21167
<b>13</b>	Programming	0	35350	70700	72821	74277	75763
<b>14</b>	Catering	0	5094	9097	10440	10649	10862
<b>15</b>	Leases and lets	0	3025	13968	15242	15547	15858
<b>16</b>	Marketing	0	8200	6200	6215	6339	6466
<b>17</b>	Contingency	0	3000	3000	3000	3060	3121
<b>18</b>	Depreciation	0	5000	10000	10000	10000	10000
	<b>Total Expenditure</b>	<b>75200</b>	<b>284054</b>	<b>393272</b>	<b>408046</b>	<b>416007</b>	<b>424127</b>
<b>19</b>	<b>Annual Profit/-Loss</b>	<b>-200</b>	<b>-21287</b>	<b>14272</b>	<b>22344</b>	<b>19573</b>	<b>20744</b>
<b>20</b>	<b>Cumulative Profit/-Loss</b>	<b>-200</b>	<b>-21487</b>	<b>-7215</b>	<b>15129</b>	<b>34702</b>	<b>55446</b>

The projections in this statement are based on indicative, best estimate income and costs at the time of production. For example, Income from lets and leasing directly relate to usage by existing social well-being organisations who have indicated they will use spaces. Programming is based on best estimate of usage and users based on 60% capacity from Year 2. Costs are based on benchmarking and research where drawings were at an early stage. This statement will be refined at regular intervals as opening dates draw nearer and more accurate soundings are available.

### **Period of Forecast**

The forecast covers the first 5 years of the project, commencing 18 months prior to opening, assuming an opening date in September 2023, with

- 'Year 0' that accounts for revenue income & expenditure incurred from 18 to 6 months prior to the CENTRE opening. This period commences in March 2022.
- 'Year 1' that accounts for revenue income and expenditure incurred during the six months prior to opening and then in the first six months of trading
- 'Year 2' accounts for revenue income and expenditure incurred in the first full year of trading
- Years 3-5 are based on 2% uplifts.

### **Note 1 – Earned income – Programme**

In the second half of Year 1, three Spaces within the Centre, The Makery, White Box and Conference/Learning Zone, will begin to earn income from direct programming of taster sessions, learning and well-being activities and income levels are set at a cautious 33% of the first full year of programming. The level of programming income in Year 2 is based on estimated attendances of 12969 at 633 events, equating to an average of 12 programmed activities per week. Activities will take the form of taster programmes, 10-week courses, film seasons, talks and workshops, small-scale gigs and performances, and occasional larger-scale community events such as crafts fairs.

### **Note 2 – Earned Income – Catering**

The catering function is a basic support to events and bookings within the centre, with drinks and snacks available within the centre.

We anticipate 26.619 visits in the first full year of trading (Year 2), made up of full direct programming attendances (n 12969) and let users (n 13650). We have not accounted for Lease users and casual visitors. To arrive at a full year figure, we have estimated that 37% will purchase one drink and 8% will purchase one snack.

### **Note 3 – Earned Income – Lets**

As detailed in the Pricing Strategy at Section 11, The Well-being Centre will have 11 spaces available for letting to organisations, businesses and individuals who align with our aims. We estimate 941 lets in Year 1, rising to 1812 in the first full year of trading. The table below sets out our estimates for lets in Years 1, 2 and 3.

Space	Number	Pricing Per Unit	Lets Year 1	Lets Year 2	Lets Year 3
Lets - White Box (Hourly)	1	£14	400	800	960
Lets – Makery (3 Hrs)	1	£45	80	160	192
Lets- Conference Space (Hourly)	1	£45	24	48	58
Lets - Therapy Space (1.5 hr let)	3	£18	100	400	480
Lets - Homeworking Pods (3 hrs)	2	£15	150	300	360
Lets -Small Meeting Room (Hourly)	1	£9	120	240	288
Whole Space		£750	1	2	3
Kitchen/Training (2 Hrs)	1	£5	70	70	70
Upsell - Chair Table hire @3% lets			500	1,000	1000
<b>TOTAL INCOME</b>			<b>£16,210</b>	<b>£36,270</b>	<b>£46,645</b>
<b>Total Lets</b>			945	2,020	2,411

### **Note 4 Earned Income – Leases**

6 office spaces will be available for Social Enterprises and Businesses with a social aim. Two will have dedicated storage space. Charges are set at current market prices. We are confident that leaseholders can be secured for all spaces, with 2 already earmarked for two key social enterprises. Leases will be subject to contracts of three years, with a 1% uplift per annum to year 3, 2% thereafter.

- Year 1: assuming the centre is open in September 2023, we estimate that in that year a cautious 33% of basic office space income will be achieved, and that 25% of space plus storage will be achieved.
- Year 2: assuming that all spaces are leased in full by the beginning of this financial year.

The table below sets out our estimated income from leasing these spaces to the end of Year 3.

Income Stream	Year 1	Year 2	Year 3
Lease basic space capacity 4 - Office for fitout by user (n)	4	4	4
Charge per annum	£1933	£5800	£5858
Leases Above Plus dedicated storage 16-20m2 (n)	2	2	2
Charge per annum	£1950	£7800	£7878
Utilities and Overhead share to include, Rates, Insurance, Security, Cleaning, WIFI Estimated @20%	£2713	£9700	£9797
<b>TOTAL Income</b>	<b>£14347</b>	<b>£48500</b>	<b>£52136</b>

### **Note 5 Public Sector**

This figure assumes that the Local Authority Grants Scheme, The HSCP, will commit to a token level of revenue funding towards achievement of the economic and social well-being aspects of the project. This figure is estimated at a low level of £25,000 and remains a target.

### **Note 6 Project Fundraising**

A revenue fundraising strategy is in place with a number of high-profile and local funders identified and engaged. Revenue fundraising will commence in September 2021, two years in advance of the opening date.

### **Note 7 Windfarms**

£30,000 is already guaranteed and confirmed, for the lifetime of scheme (May 2021)

£20,000 is submitted, LOS in discussions currently and the result is pending (May 2021)

### **Note 8 Other Trusts/Initiatives**

Smaller Trusts and foundations are identified which align strongly to the well-being theme and we anticipate achieving a target of £30,000 in Year 1 towards costs in Note 9, reducing to £25,000 per annum by Year 2 for general running costs.

### **Note 9 Building Fit-Out**

Fundraising for fit-out will commence in Year 0. Costs are based on basic requirements for each lettable space:

<b>Building Fit Out Furnishings/Equipment</b>	<b>Year 0</b>	<b>Year 1</b>
Learning Zone space fit out - High-Quality Chairs, table, and large Screen/IT	0	8000
White Box Fit out: Chairs & Trestle Tables, Temporary Staging units, Small Light/Sound Kit	0	10000
Makery Fit out - Workbenches, Storage, Crafts/Electrical Equipment	0	10000
Meeting Rooms/Pods/Offices Tables, Desks, Chairs	0	3000
Laptops / Computers 4 staff 2 Mobiles	0	3200
Therapy spaces Equipment Allowance	0	600
<b>Total Fit out Estimate</b>	<b>0</b>	<b>£34,800</b>

### **Note 10 Salaries**

The People and Skills Strategy at Section 12 sets out the intended staffing structure and the recruitment strategy. Year 2 shows full staffing costs in the first full year of trading.

There are costs incurred for staff prior to the opening date, and these are presented in the tables for Year 0 and Year 1 below.

<b>Year 0 Staffing</b>	<b>Requirement</b>	<b>Full Year Costs</b>
LOS Project Manager Fees	Full Year	25000
Creatives Fees	6 months from Sep 2022	20000
<b>Total</b>		<b>£45000</b>

<b>Year 1 Staffing</b>	<b>Requirement From</b>	<b>Full Year Costs</b>
Audience Building Project costs - Creatives Self-employed		25000
Animateur/Creative Community Programmer	6 months pre open	34075
Marketing and Business Development /Fundraiser	3 Months pre open	8604
Volunteer co-ordinator	3 Months pre open	7887
Administration/ Booking co-ordinator/Operations	1 month pre open	14639
Cleaning - Internal	3 weeks pre open	15409
Casual Tech, Lets, Light Maintenance 5 hrs week	4 weeks pre open	2151
Box Office/ FOH/Welcome – Volunteers	2 weeks pre open	2400
<b>Total</b>		<b>£110164</b>

### **Note 11 Overheads - Property**

All overheads are based on open date of Sept 2023, with the exception of rates as costs are presently incurred at the levels provided in Year Zero. Benchmarking of similar spaces was used to estimate these costs. These will firm up as the project progresses.

Property overhead aspects used to arrive at an estimate for property costs for years Zero to 3 are provided in the table below.

Under cleaning Equipment and supplies, an allowance is made for PPE in the light of Covid 19. Electricity and gas costs, as well as property insurance, are based on estimates supplied from architects RIBA stage 1 plans. In the case of Water, Sewerage and drainage, there are some exemptions which may apply in years where turnover is lower than £300,000. A lower allowance is provided in year 1 to mitigate against the risk of this not being applicable.

For maintenance, an allowance of £4000 is applied for maintenance contracts including the Lift and Digital Systems. A Maintenance allowance for lettable spaces is included in Leases and Lets (Note 15 below). Based on the age of the building, it was considered prudent to accrue savings long-term for refreshes and replacement. A long-term maintenance plan will be developed and appropriate levels of reserves will be built to implement this.

<b>Property Overheads</b>	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Cleaning Equipment, Supplies	0	2,000	2,000	2,000
Electricity and Gas	0	9,000	25,000	25,750
Water / Sewerage / Drainage	0	5,000	12,000	12,360
Maintenance Tech, Digital, Lift	0	2,000	4,000	4,000
Long term maintenance accrual	0	0	4,000	6,000
Property Insurance	0	6,000	6,500	7,000
Rates - allowance	20,000	20,000	20,000	20,000
<b>Total Property Overheads</b>	<b>20,000</b>	<b>44,000</b>	<b>73,500</b>	<b>77,110</b>

#### **Note 12 Overheads – Administration**

The table below sets out the rationale behind the costs provided in the Profit and Loss statement. Accounting/Audit Fees Estimates based on similar-sized organisation spend. Legal fees assumed a requirement of 10 hours per annum at £350 per hour. Employers insurance was estimated at a level of £200 per annum per staff member. Small allowances were made for the purchase of smaller office items, computer peripherals, with a higher cost in year Zero to account for set-up. Postage and web platform hosting costs may form part of Year 0 costs as the marketing strategy will evolve during that year. The costs of Telephone and broadband are estimated at 6 times the annual domestic rate for FTTP (Fibre to The Premises). This cost will be refined as we assess digital access in Lockerbie over the next 24 months. An allowance for security including alarm and CCTV maintenance is added, and again this will be refined as security is fully specified in Year 1.

<b>Property Overheads</b>	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Accounting/Audit Fees	2,100	2,100	2,100	2,100
Legal Fees	3,500	3,500	3,605	3,713
Co Insurance	2,000	3,000	3,200	3,400
Office equipment/computer supplies	800	400	400	400
Postage	200	500	500	500
Website licencing/platform hosting	500	1,000	1,050	1,082
Telephone / Broadband	500	5,000	6,000	6,500
Security	0	1,500	2,000	2,200
General Expenses	400	200	400	450
<b>Total Administrative Overheads</b>	<b>10,000</b>	<b>17,200</b>	<b>19,255</b>	<b>20,345</b>

#### **Note 13 Programming**

Programme Components are outlined in Section 9 – The Community Well-Being Centre Offer.

Direct costs for programming include workshop tutor fees estimated at £45 per hour, an allowance for materials at £200 for a ten-week block of sessions, live streaming licensing costs and cinema/film hire costs ranging from £150-£400 per session, and commissioning of touring acts ranging from £200-£800. Overall direct programming costs equate to approximately 70% of direct income by Year 2.

Programming design, marketing and administration costs are included in staffing, marketing overheads. Booking system costs are included in the letting system costs at Note 15 below.

Greeting and Front of House service activity is anticipated to be largely volunteer-based.

#### **Note 14 Catering**

The catering function is treated as a stand-alone cost centre consuming all associated costs except a proportion of centre overheads. The purpose is to develop its potential as a small social enterprise to support events. Functioning and opening hours will relate to lets, will be determined by the level of volunteer cohort we attract. A hatch to outdoors is incorporated to allow sales amongst those participating in outdoor activity, passing footfall to purchase. In addition, the hatch is a form of future proofing against any lockdowns, with the ability to continue service provision in these circumstances.

Assumptions and Estimated costs of sales are given in the table below for Years 1, 2 and 3.

<b>Catering</b>	Year 1	Year2	Year 3
<b>Food and Drink purchases</b>			
Drink purchases @ 40% of income	1,453	2,910	3,587
Snack purchases @ 40% of income	307	614	719
<b>Equipment and Supplies</b>			
PPE	100	120	160
Crockery Glass Replace	25	30	40
Consumables - Cups & Lids, stirrers sleeves (for 70% sales),	849	1,697	2,037
Equipment hire - Coffee Machine (Bean to cup)	1,310	1,310	1,310
Price Sheet printing	50	50	50
Cleaning and Hygiene - Compliance	720	1,440	1,512
Cleaning Supplies	175	350	368
<b>Other</b>			
Bank & Credit Charges @ 1.2% of sales	88	141	215
Cash-in-transit @ 0.3% of cash sales	18	35	43
Maintenance & Repairs	200	400	400
<b>Total Operating Costs</b>	<b>5,094</b>	<b>9,097</b>	<b>10,440</b>

#### **Note 15 Leases and Lets**

Let and Leasing Costs provided in the above Profit and Loss statement are based on the following estimates for Years 0,1,2 and 3:

<b>Lets Costs</b>	Year 0	Year 1	Year 2	Year 3
Booking system Installation and Maintenance	800	250	250	250
Payments System/Charges @ 1.2%		195	435	560
Turnaround/Void @ 5% per let		811	1,814	2,332
Print		1,000	1,000	1,000
Maintenance of lettable spaces @10%		1,621	3,627	4,664
Admin @ 5% income		811	1,814	2,332
Utils @ 10% Income		1,621	3,627	4,664
<b>Total Costs</b>	<b>800</b>	<b>6,308</b>	<b>12,566</b>	<b>15,803</b>

<b>Leases – Direct Costs</b>	Year 0	Year 1	Year 2	Year 3
Landlord - Management of Leases @ 4%		465	1,552	1,694
Turnaround/Void @ 20% per lease year every 2 Years		0	3,880	4,234
Contracting Admin @ 2% income		233	776	847

Maintenance Costs @ 10%		1,163	3,880	4,234
Utilities @10%		1,163	3,880	4,234
<b>TOTAL Costs</b>	<b>0</b>	<b>3,025</b>	<b>13,968</b>	<b>15,242</b>

### **Note 16      Marketing**

The Marketing Strategy is outlined in Section 13. Key costs estimated for Launch and Annual Implementation are provided in the table below. As the plan will lean heavily on Social Media and Web Communications, content creation is intended to be homegrown and organic, and an opportunity for young people and local voluntary talent to be supported to develop content. (See Volunteer Strategy in Section 12 – People and Skills.)

<b>Marketing</b>	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Social media Strategy (Design & Supports, Organic Content)	1,800	1,200	1,200	1,200
Website	6,000	2,500	2,500	2,500
Advertising		2,000	1,000	1,000
Print		1,000	1,000	1,000
Launch	2,000	1,000	0	0
Misc		500	500	515
<b>TOTAL MARKETING OVERHEADS</b>	<b>9,800</b>	<b>8,200</b>	<b>6,200</b>	<b>6,215</b>

### **Note 17      Contingency**

Some contingency costs are included where early estimates may change. Allowances are included in Property Costs of £3000 per annum from Year 1. This contingency allowance is likely to reduce as the building design reaches RIBA Stage 3.

### **Note 18      Depreciation**

Estimate Based on Building depreciation over 40 years at 2.5%, Kitchen/Servery Equipment & furnishings depreciation over 5 years at 20%, computer equipment over 3 years at 33%

### **Note 19      Annual Profit/-Loss**

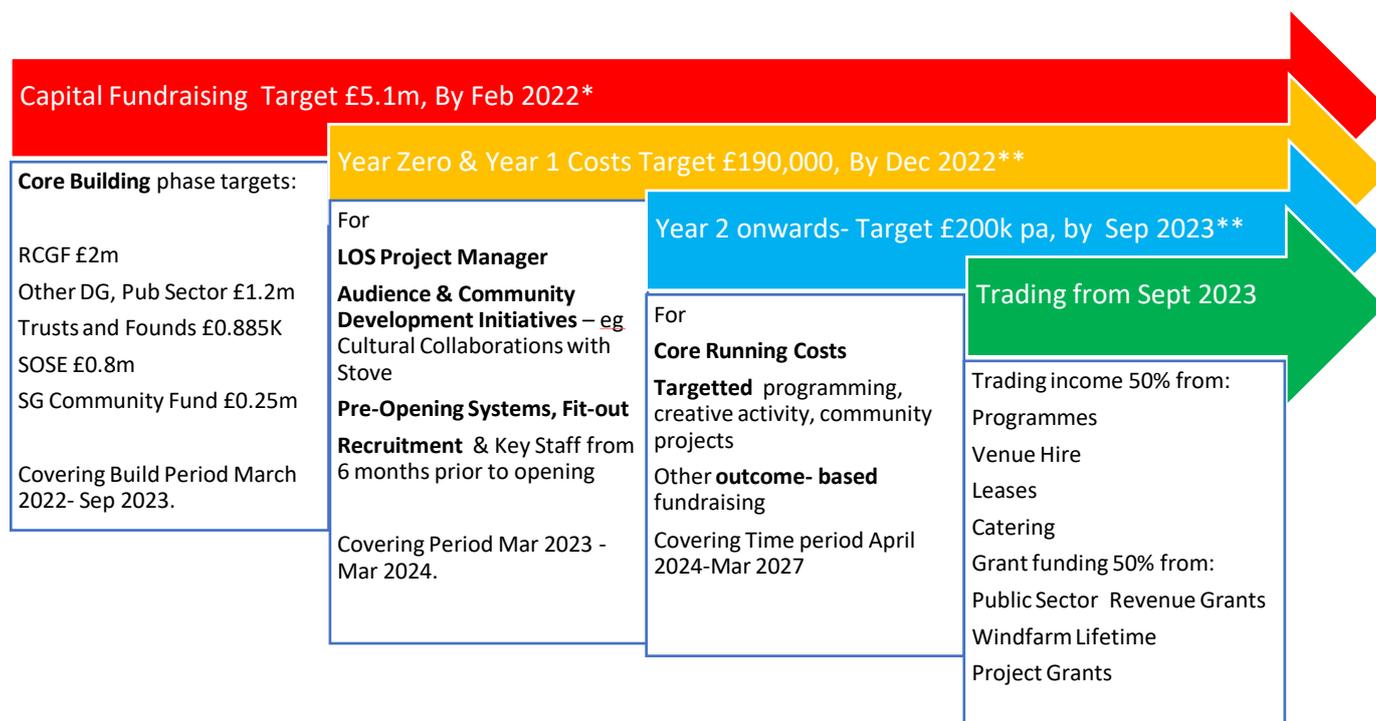
This projection estimates that the first annual in-year breakeven point will occur in the latter part of Year 2.

### **Note 20      Cumulative Profit/-Loss**

This projection estimates that the project will move into a cumulative surplus in the latter part of Year 3.

## Fundraising Strategy

The proposed approach to fundraising for the project is set out in 4 Phases, with Target Fundraising Amounts and Deadlines:



\* Trusts and Foundations for capital costs: £885,000 of bids are submitted or in preparation to the following: Robertson Trust £75,000, Holywood Trust £300,000, Garfield Weston £70,000, Magnox £50,000, Muir Hall Energy Ltd £90,000, Pan AM103 £80,000, Tudor Trust £100,000. 15% of funds are at secured or at provisional offer stage, 85% are in process of submission; all decisions will be in place between Summer 2021-Feb 2022.

\*\*Revenue Funding for Year 0- 2027: LOS have already secured £50,000 per annum lifetime funding from Windfarm grant sources, which will lever in further grant income. Revenue funders research is underway to secure a further £140k-£150k per annum.

## 15 Legal - Company Structure

Lockerbie Old School Community Hub (SCIO) was registered as a Scottish Charitable Incorporated Organisation (registered number SC044998) in July 2014. This structure provides the protection of limited liability and the benefits of charitable status – including charitable rates exemption (80%, plus 20% discretionary), the ability to reclaim Gift Aid on donations from eligible individual donors; access to funding from some charitable trusts that will only fund registered charities.

The SCIO's charitable purposes are:

4.1 The development of the Old Primary School in Lockerbie into a community and enterprise facility for the benefit and improvement of the "area known as Lockerbie" as defined by the postcode DG11 and the wider community at large for the benefit of the inhabitants of the area;

4.2 To encourage the goodwill and involvement of the wider community.

4.3 To foster community spirit and encourage civic pride.

4.4 The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, and only in relation to recreational facilities or activities which are: The members of the public at large.

4.5 The advancement of education.

4.6 The advancement of citizenship or community development

4.7 The advancement of the arts, heritage, culture or science.

4.8 The advancement of public participation in sport which involves physical skill and exertion.

4.9 The promotion of equality and diversity.

As objectives, set out in 2014, these continue to support the scope and outcomes envisaged in the development of the Community Well-Being Centre proposed in this business plan.

### Trading and charitable status

Should circumstances change, should the nature or value of trading, or risks associated with trading, indicate that separation from the SCIO would be beneficial or required, LOS will set up a subsidiary company with £100 in share capital, wholly owned by the SCIO. Trading profits will be gifted back to the SCIO for continuance of LOS's charitable activities. This would protect its charitable status and separate out the commercial risks associated with trading so that the SCIO's assets are fully protected.

## 16 Risk Management

Key risks identified for the project are as follows:

Nature of Risk	Prob. (0-10)	Potential Result	How Risk will be Minimised
1. Construction Prices increase due to Brexit/Covid/ unexpected shocks	5	Cost of building makes achievement of capital funding challenging	Robust capital fundraising strategy, strong D&G Council support, Use RCGF to lever in funding of last resort from SOSE
2. Options on capital funding do not achieve required value for match funding	2	Do not achieve funding	Not permitting contract to be let until all land receipts received.
3. Construction delayed	7	Cost over-run	Access to highly experienced construction design and project management through CHA. Short management and communication line from site operations to LOS Project manager
4. Windfarm Revenue grant support removed	1	Revenue Costs not met through income	Sensitivity Analysis to be Undertaken. Ongoing fundraising strategy; diverse mix of income generation to reduce relying on one source
5. Reduction in trading revenue	2	Revenue Costs not met through income	Sensitivity Analysis to be Undertaken. Ongoing fundraising strategy; diverse mix of income generation to reduce relying on one source
6. Increase in property costs	4	Revenue Costs not met through income	Sensitivity Analysis to be Undertaken. Revise rental, lease and programming pricing strategy

## 17 KPIs, Evaluation and Monitoring

### Quality Assurance Matrix and KPIs for Operations

Process	Quality Assurance Activity	KPIs
<b>Staffing</b>	Safe Recruitment Policies Application process Qualifications criteria PVG Induction, Support and Training	All Management and Delivery Staff appropriately skilled, experienced and qualified to required standard appropriate to the grade and responsibilities of the role; All Staff Training is 100% compliant with Relevant National Standards All Staff have current PVG membership All staff complete full induction training and are conversant with policies and strategy relating to service delivery.
<b>Staff &amp; Volunteer Training &amp; Development</b>	Annual Training Needs Analysis Support & Supervision Sessions Training Plan	1 TNA per annum completed Staff and volunteers participate in a minimum 6 x 121 Support and Supervision sessions per annum Every Team member has a Written Role, a Full Induction, and a Training and Support Plan
<b>Provision of Good Quality Environment</b>	Site Cleaning Schedule Welcome Team Team Values and Code of Conduct Safe Use Practice for Makers and technical Equipment	100% lettable Spaces are clean, safe and ready on time for lets Customer feedback rates welcome as good or excellent Customer feedback rates spaces and activity as good or excellent
<b>Communications including leaflet, posters or info for web/other publication</b>	Proofing 1: Accuracy of Content and Information Proofing 2: Language and communication suitable for the Target Proofing 3: Design meets Scope Proofing 4: Spelling and Grammar	Documentation and Materials meets 100% of service user and customer needs Printed Documentation is accessible and meets standards for accessible design
<b>Provision of Training, Programming Workshops and Projects</b>	Application of National, Contract or Funder Standards  Participant Feedback systems in place, feedback evaluated systematically	More accredited programmes are available in Lockerbie More Creative and Cultural activity is accessible in Lockerbie More community Groups are starting, growing, sustaining 100 % of ratings good or excellent 100% of negative or neutral feedback informs improvement plans and design of future intervention/supports
<b>Information Systems / Managing Data</b>	IT Specialist Checks Ensuring Systems comply with Confidentiality and GDPR	100% compliance

## Evaluating Progress Towards Outcomes

Set Out in Section 2, and repeated here, are the outcomes the community want.

Community Priorities	By.....	Outcomes- Changes the Community Want
<b>Whole Community Recovers and Benefits</b>	Pursuing the vision of a well-being economy, with a Community Well-Being centre as an agent for change...	<ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Improved physical health</li> <li>• Better access to learning and training</li> <li>• Key services available in the town</li> <li>• Young People are engaged, learning, motivated, have improved life chances</li> <li>• Reduced social isolation and loneliness</li> <li>• Lockerbie is a more attractive place to live and work</li> <li>• Community Groups are growing and Sustaining</li> <li>• Businesses are growing</li> <li>• More places for communities to meet, learn, contribute and connect</li> </ul>
<b>Nurturing Young Talent</b>	Offering space and young entrepreneur programmes, opportunities to volunteer, learn and train, lead and participate in meaningful activity	<p>More young people:</p> <ul style="list-style-type: none"> <li>• learn new skills</li> <li>• are connecting to their community</li> <li>• have Increased aspirations</li> <li>• are engaging in training and development opportunities have improved job prospects</li> <li>• are starting their own businesses</li> <li>• are encouraged to stay in Lockerbie</li> </ul>
<b>Creating Opportunities for Older People, Vulnerable and Disadvantaged Groups to participate, contribute and belong....reducing social isolation</b>	Offering inspiring spaces for community well-being, with 1) targetted supports to develop new social networks, new groups and 2) access to social cultural and community programmes.	<p>More people in Lockerbie:</p> <ul style="list-style-type: none"> <li>• are active participants, volunteers and contributors.</li> <li>• Are accessing learning and personal development opportunities</li> <li>• Are creating and participating in new groups and new social activities</li> <li>• Feel included</li> </ul>
<b>Bringing Services back to the town</b>	1) Providing space for key services and social enterprises to use in the Town, and 2) a focal point for local people to bring forward solutions to gaps in services	<ul style="list-style-type: none"> <li>• People are able to access support, advice, therapies, care and help they need</li> <li>• CAB, advice services, Daycare, supports, Transport and Home support services are available in the town</li> <li>• More people and groups in Lockerbie are engaging in creating new Services, Networks, and initiatives which meet need</li> </ul>
<b>Increasing Access to Learning and Development Opportunities</b>	Offering learning and training facilities coupled with creative programming, designed to meet needs and aspirations of all parts of the community	<p>More people in Lockerbie:</p> <ul style="list-style-type: none"> <li>• Are learning new crafts or creative skills</li> <li>• accessing lifelong and informal learning</li> <li>• Improved digital skills</li> <li>• Improved motivation</li> <li>• Increase aspirations</li> <li>• Improving people's job prospects</li> </ul>
<b>Enabling enterprise and sustainability</b>	Offering High quality business space,	<ul style="list-style-type: none"> <li>• Businesses and Community Groups access help to develop and sustain</li> <li>• Existing and new community organisations will grow</li> </ul>

Community Priorities	By.....	Outcomes- Changes the Community Want
	supports, mentoring	<ul style="list-style-type: none"> <li>• Social Economy will grow</li> <li>• Businesses can access advice, support and quality training and meeting facilities</li> <li>• New starts will grow</li> <li>• Local businesses will grow</li> <li>• The town will be more attractive to families and young people</li> <li>• There will be more and better employment opportunities</li> </ul>

It will be vital to continually monitor the performance of the new Well-Being Centre and to gain an early understanding of what is achieving outcomes and what is not. This will enable the centre to continually improve and modify the offer.

The following market research techniques will be employed:

1. Qualitative (focus groups with users)
2. Quantitative (on-line questionnaires)
3. Desk research (benchmarking plus assessing new markets in terms of characteristics, size, structure, etc.)
4. SROI Exercise within 24 months of opening.

The following information will be used to monitor and evaluate the social and economic impact of the Centre:

- Total numbers of users,
- Participation levels in targetted activities - key target groups
- No New groups created
- No. of full time equivalent (FTE) jobs created
- No Volunteers, and Contribution of Volunteers in-kind hours
- No Work placement, trainee opportunities
- No of businesses using the spaces, No of businesses supported
- New Businesses supported
- No community organisations using the spaces
- New services accessed locally through spaces
- No and range of learning opportunities created
- No of participants in Learning programmes, Digital learning
- No of creative workshops and participants
- No and frequency of activity of third sector, public sector, infrastructure and advice service providers using the centre

## Management & Business KPIs

A series of Management KPIs will include targets and measurement of the following:

Overall Visits:	Based on a target of 25,000 per annum
Levels of Activity:	Based on Opening hours, programming and Usage targets
User Profile:	Based on uptake of services and opportunities by key Target Groups
Satisfaction Rates:	Aim to achieve a 10% response rate on impact and satisfaction questionnaires and a minimum 85% satisfaction rate on the centre's overall performance
Staff Retention:	Turnover levels below 10% leaving within two years of employment
Marketing:	The centre will aim to achieve X Website Hits and X Retweets (Levels to be determined)

Business Performance KPIs will be based on Quality Indicators and Financial Targets within Projections.

## 18 Implementation

An outline timeline from Q1 (Jan-Mar) 2021 and the launch in September 2023 (Q32023) is set out in the table below. Detailed Timelines for the building element are provided at APPENDIX 3

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Community Consultation,	Yellow											
Architects Brief		Yellow										
Business Case		Yellow										
Planning Consents		Yellow	Yellow									
Capital Funding Submissions		Yellow										
Tender				Yellow								
Revenue Funding strategy			Yellow									
Onsite						Yellow						
Creative collaborations						Yellow						
Community Engagement			Yellow		Yellow			Yellow	Yellow	Yellow	Yellow	
Staff Recruitment										Yellow	Yellow	
Operational Systems in place										Yellow	Yellow	
Site Completion											Yellow	
Launch											Green	Green

# Appendices

## **Community Consultation & Research**

- Appendix A Raw Results – Community Consultation March 2021, 26 Plus, 15-25 surveys.
- Appendix B Secondary Research by CEIS

## **Business Plan Offer & Design Appendices**

- Appendix 1 Lockerbie Community Well-Being Centre Design Scheme
- Appendix 2 Lockerbie Community Well-Being Centre Capital Costs & Assumptions
- Appendix 3 Lockerbie Well-Being Centre Construction Project Timeline
- Appendix 4 Space Rental Competition Mapping