



# Community Enterprise

---

Title: Community Research and  
Commercial Sustainability  
Analysis for the Hub

Client Name: Upper Eskdale Development  
Group

Date: August 2012

# Contents

<u>EXECUTIVE SUMMARY .....</u>	<u>4</u>
Background .....	4
Vision.....	4
Methodology.....	4
Summary of Findings .....	4
Suggested Outcomes.....	6
<u>01 INTRODUCTION.....</u>	<u>9</u>
Preface.....	9
Scope of Report.....	9
Approach & Methodology .....	9
<u>02 NEEDS ASSESSMENT .....</u>	<u>11</u>
The Hub .....	11
Economic & Social Profile.....	12
Policy & Strategic Context .....	14
Case Studies .....	17
Community Survey .....	28
Community Workshop.....	38
Focus Group .....	44
Local Agency & Stakeholder Feedback .....	45
<u>03 COMMERCIAL RESEARCH .....</u>	<u>53</u>
Overview.....	53
Community Café and Catering .....	53
Licensing .....	63
Community Shop.....	66
Heritage tours.....	73
Post office .....	77

Specialist weddings .....78

Letting Space .....81

VAT Assessment .....82

04 FINDINGS..... 83

APPENDICES ..... 88

Appendix 1 : Written Survey Responses .....88

Appendix 2 : VAT Position .....96

# Executive Summary

## Background

In 2004 Eskdalemuir Primary School (originally opened 1872) became the latest in the list of public amenities that have disappeared over recent years. These included a shop, a post office and a pub. The Upper Eskdalemuir Development Group was set up by local people in response to these losses. By striving hard to keep the school in community hands, in 2006 the local community succeeded in obtaining full ownership of the building as public asset in perpetuity.

The Hub is a much loved asset in Eskdalemuir and despite its physical condition, current usage of the old school building remains high with a broad range of activities around learning, culture, community events and a small cafe.

## Vision

The project is much more than just a building project. The board is working to cultivate a focal point for the growth of new ventures and social enterprises that can bring much needed jobs and services through a sustainable model. Ultimately the objective is to keep Eskdalemuir alive and vibrant by assisting young people by creating opportunities for them to work and thrive here and families to be motivated to stay here. There is also a need to make sure that the increasing number of older people will be able to stay here in the knowledge that the care and support they may need will be available locally.

This vision for the building is part of a 10 year plan for the trust which includes a wood fuel enterprise, social housing and health and social care.

## Methodology

The research was split into two phases, though the first informed the second. Initially the focus was on in depth local research to identify the need in the community. The second phase was to see which elements of the project could be commercialised to ensure long term sustainability.

A wide range of qualitative and quantitative research took place to put this report together, which was fundamentally built on the work already achieved by the group themselves locally. Methodology included;

- A wide-ranging community survey
- Stakeholder and partner interviews
- A focus group
- Open public meeting
- Competitive analysis
- Market analysis
- Sub-contracting to professionals, for example in post office set up, VAT assessment and catering.
- Mini feasibility studies which informed an amended cash flow and business plan.

## Summary of Findings

There are 55 main findings of the research set out in section 4 which should be read in full and have been used to amend the finances of the business plan and to inform the outcomes set out below. The following give a flavour of those findings:

## **General Support and need**

1. Most respondents to the survey appear to be very satisfied with Eskdalemuir as a place to live.
2. The hub is something that is hugely valued and the nature of that value should be protected. The thing that people wanted to see improved most in the village (64%) was better local facilities.
3. 82% of respondents to the survey agreed that developing the old school as a better asset would bring the community together to improve life in the rural area
4. The benefit the hub can provide to the community is clearly restricted by the nature of the space and the state of the building

## **Response to the building**

5. The majority of people described the fabric and physical condition of the existing facilities as "average" (46%).
6. The workshop event identified a huge range of potential space, including alternative therapy rooms, café, sauna, and shop and so on which are largely already designed into the building plans.

## **Rural Deprivation and Isolation**

7. The total number of dwellings per hectare is 0.01 compared to 0.11 in Dumfries and Galloway and 0.32 in Scotland
8. While the SIMD crime domain figure is 6034 (one of the most crime free in Scotland), the access to services domain figure is 90 (one of the worst).
9. The rural nature of Eskdalemuir means that there is a lack of services and there is a need to enhance services locally.
10. Local people are used to travelling significant distances to access many services as illustrated by the responses in the table in the survey analysis above and demand to access these locally is very high.

## **Fit with Policy and strategy**

11. The aspiration of the organisation has a strong fit with policy context particularly around rural isolation, the growth of local services, getting health services and retail out to remote areas and the protection of fragile communities as well as the promotion of development trust models and social enterprise.
12. There is a strong fit with environmental objectives set out in policy nationally, regionally and locally.

## **Specific need**

13. The key focus for local survey respondents is on creating more jobs (63.6%) and improving local facilities (63.6%). There is also a strong desire to see more arts and cultural events (56.1%) and more community based health services (50.8%)
14. The demand is for cultural activities such as art, drama, dance, music and film (76%) and for social space in the form of a café/bistro (73%).
15. There is also strong support for both a community shop (69%) and a Post Office and banking services access point (70%) and significant demand for courses and workshops (67%) and arts/crafts workshops (58%).
16. More than half wanted to see activities for older people (54%) and social support and care and repair (50%) with almost as many wanting activities for young people (50%) and children (49%). There was concern about low employment opportunities, lack of access to learning and culture.
17. 69 people said they would like to attend workshops, classes and training sessions, with another 37

maybes. The need for learning emerged in the workshop and focus group and a list of potential sessions is listed.

### Visitors

18. Though the focus of any development should be on the local population, some consideration should be given to visitors, many of whom are committed to the area.

### Financial Sustainability and Commercial Opportunities

19. Financial sustainability is a key consideration as nature of the current building does not lend itself to income generation
20. There is strong support locally for both a community shop (69%) and a Post Office and banking services access point (70%) and significant demand for courses and workshops (67%) and arts/crafts workshops (58%). The demand for a community shop was also focussed on the stocking or organic, whole food and local produce which was evidenced in the workshop.
21. Commercial research showed that;
  1. A catering outlet with the appropriate licencing would concentrate on a community café for local people, external catering for weddings, events etc., community pub, Sunday lunches for visitors and lunch club for older people.
  2. Heritage tours should be arranged in partnership with other agencies so that profit is shared and also generated from catering.
  3. Similarly to heritage, specialist weddings should be promoted but income will come from partnership with specialist agencies and catering.
  4. The letting of space will continue at a reasonable rate, differentiated for commercial and charitable customers.

### Staffing, Governance and Management

22. Volunteering is crucial to sustainability and community buy in
23. Working in a close partnership with other agencies emerged strongly.
24. External stakeholders noted that UEDG's main strength is "the social capital it is harnessing and creating in Eskdalemuir".

## Suggested Outcomes

<b>Outcome 1:</b> Community organisations, individuals and local people will come together to develop a local asset in the rurally excluded village of Eskdalemuir and its environs.	
Indicators	Timescales
We will develop and consolidate the existing board of 8 local people and 2 local organisations	by the end of year one

All local organisations (currently 5) will come together under the umbrella of the Upper Eskdalemuir Development Group using a development trust model. We will build on links with established faith groups.	By the end of year one
25 local users and beneficiaries (all local people) will join an UEDG advisory sounding board	By the end of year one
40 local individuals will attend review and visioning sessions each 6 months	Each year of the project

### **Outcome 2:**

We will establish a renovated building which will ensure the village of Eskdalemuir and its environs will become more economically, environmentally and socially sustainable ensuring a vibrant living community

<b>Indicators</b>	<b>Timescales</b>
250 people will regularly access the services of a community shop and not have to drive to the nearest town	By the end of year one
100 local people and 200 visitors will become customers of the community café and catering business	By the end of year one
150 local people and 100 visitors will attend arts and culture events	Each year of the project
We will offer energy efficiency advice workshops to 50 local people and will reduce carbon by reducing the number of journeys	Each year of the project

### **Outcome 3:**

Residents and organisations in the village of Eskdalemuir and its environs will increase their capacity, skills, knowledge and confidence through the development of and involvement in the creation of a Community Hub from the old old school.

<b>Indicators</b>	<b>Timescales</b>
-------------------	-------------------

35 people will attend detailed planning sessions as the build of the new centre develops	By the end of year one
50 people per year will attend a suite of training and learning courses	Each year of the project
We will be a conduit to accredited learning sessions to 25 people each year of the project related to activity there including catering, customer care, events management	Each year of the project

<b>Outcome 4:</b> Residents of Eskdalemuir and its environs will be less disadvantaged and have more equal opportunities through the development of the Community Hub	
<b>Indicators</b>	<b>Timescales</b>
25 older people report a greater desire to remain independently in the community due to new range of social and well-being services	Each year of the project
15 people under 40 will choose to stay in the community and raise a family due to the increase of services and 10 people under 40 will be attracted back	By the end of year 3
300 rurally excluded people will demonstrate improvements in their life related to a multi-purpose hub	By the end of year three

# 01 Introduction

## Preface

Upper Eskdale Development Group (UEDG) ([www.eskdalemuir.com](http://www.eskdalemuir.com)) has been developing plans for an extended and renovated community facility to meet the needs of local people, bring the community together to create a vibrant, sustainable place to live and visit. The organisation has submitted a stage 1 Growing Community Assets and is working up a stage 2 application. As a result they have used a development grant to secure the support of a number of consultants and specialists in connection with strengthening the stage 2 bid.

UEDG already own and operate a community hub but part of the building needs to be demolished and rebuilt. Capital plans are well developed to stage D. Planning permission is in place.

## Scope of Report

The main aim of the consultancy, as set out in the invitation to tender was to “carry out community surveys, focus groups and desk-based research leading to identify ways to maximise income through serving the needs of residents and visitors to the area, leading to be able to demonstrate on going sustainability of the hub in the Big Lottery stage 2 application”.

The main existing income generating activities of UEDG include social events, learning events and room-hire at the Eskdalemuir community hub. The additional planned income generating activities are many and varied and a short-list agreed with the committee and Manager are investigated in section 3 of this report.

As the current custodians of this asset, the UEDG board will use this data to (with the assistance of the consultants) update their Business Plan which will help the Hub to;

1. bring people together round a common cause and strengthen the community.
2. meet the demand of a growing and diverse population both now and into the future to make the rural community a vibrant living place.
3. be more financially sustainable.
4. encourage learning and increase community capacity through the process of developing and managing the hub
5. be here long term based on a sustainable model of enterprise
6. to address disadvantage including rural exclusion

## Approach & Methodology

This research has been undertaken as part of a highly participative process, involving extensive consultations with the local community, key partners and stakeholders. Key stages in the methodology were:

Stage		Activity
Stage 1 Induction Familiarisation	– &	Meetings were held with Management Committee, Manager and Community Enterprise to agree the scope of the work, expected outcomes, the approach and methodology to be adopted, timescales and contact details.

Stage 2 – Information Gathering & Analysis	– This involved a review of the background information and research undertaken to date, an economic and social profile of area and an analysis of GCA paperwork. This also included a review of existing facilities and services in the immediate area, to ensure the development complements what is already in the area (such as the Samye Ling Centre), and that there is no potential duplication.
Stage 3 – Legal and OSCR advice	– Support to amend the memorandum and articles and submit an application to OSCR for charitable status
Stage 4 – Consultation Programme	<p>– An extensive consultation programme was undertaken as follows:</p> <ul style="list-style-type: none"> <li>• Local Community – Local residents were consulted to gain a full understanding of key issues and needs in the area, and how the hub could act as vehicle for regeneration. This included a survey that was widely distributed to local homes and was available online.</li> <li>• A public workshop was also held in the hub to encourage debate and discussion.</li> <li>• This was followed up with a smaller focus group.</li> <li>• Key Partners &amp; strategic stakeholders were consulted through face-to-face and telephone interviews.</li> <li>• Partnership Study - a competitive analysis of other space on the vicinity was undertaken to ensure there is no duplication or displacement and to investigate joint work opportunities.</li> <li>• Case studies of other rural community facilities were undertaken to identify learning and inspiration for Eskdalemuir</li> <li>• Mini feasibility studies were undertaken on a series of ideas to identify the best routes to sustainability and enterprise.</li> </ul> <p>External Consultants. Additional specialists were engaged to support the process. These were in the areas of;</p> <ul style="list-style-type: none"> <li>• VAT</li> <li>• Catering</li> <li>• Licensing</li> <li>• Post office development</li> <li>• Community Retail</li> </ul>
Stage 5 – Recommendations	– The final stage was to draw together the key findings from the research and present finding as set out in this report.
Additionally	Time was spent assisting the completion of the stage 2 application.

# 02 Needs Assessment

## The Hub

### Background and Current Usage

In 2004 Eskdalemuir Primary School (originally opened 1872) became the latest in the list of public amenities that have disappeared over recent years. These included a shop, a post office and a pub. The Upper Eskdalemuir Development Group was set up by local people in response to these losses. By striving hard to keep the school in community hands, in 2006 the local community succeeded in obtaining full ownership of the building as public asset in perpetuity.

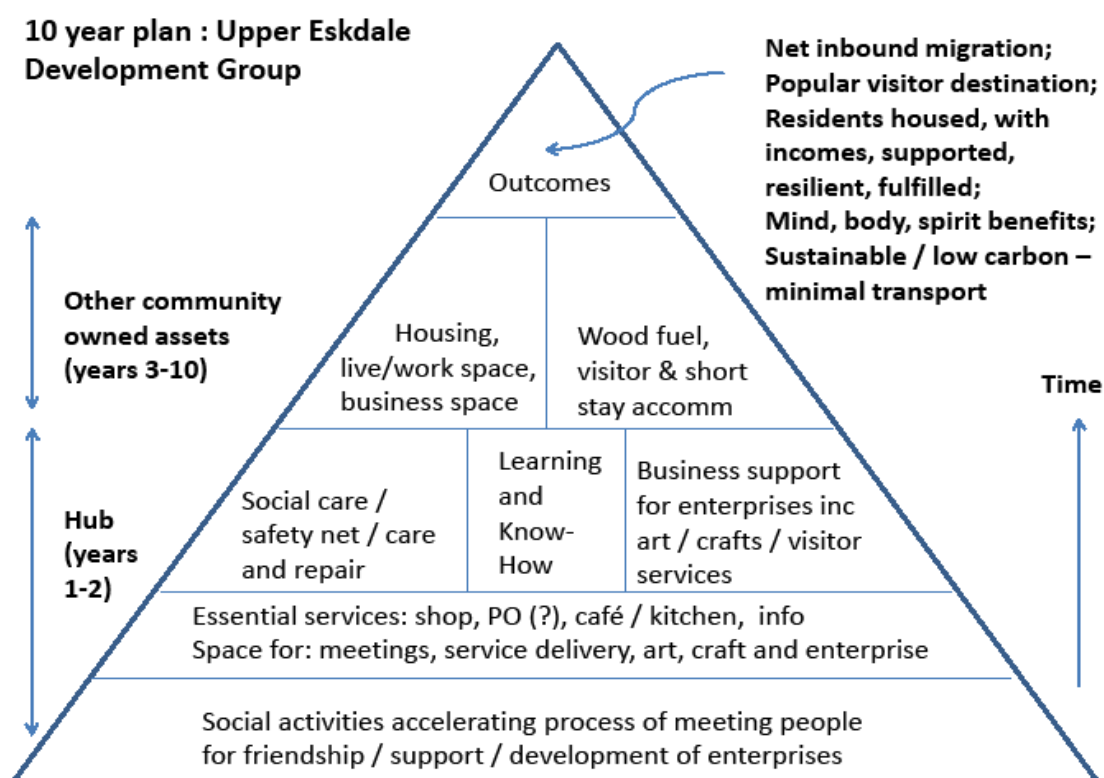
The Hub is a much loved asset in Eskdalemuir and despite its physical condition, current usage of the old school building remains high with a broad range of activities around learning, culture, community events and a small cafe.

### The Vision

There is now a fantastic opportunity to renew and re-energise the building as a 'green state of the art' Hub at the heart of the neighbourhood. The old school is being transformed into a public space where the community will come together, to shop, to work, to relax and be entertained.

The project is much more than just a building project. The board is working to cultivate a focal point for the growth of new ventures and social enterprises that can bring much needed jobs and services through a sustainable model. Ultimately the objective is to keep Eskdalemuir alive and vibrant by assisting young people by creating opportunities for them to work and thrive here and families to be motivated to stay here. There is also a need to make sure that the increasing number of older people will be able to stay here in the knowledge that the care and support they may need will be available locally.

The vision for this building is part of a 10 year plan for the community as set out below;



## Economic & Social Profile

Percentage of pop 16-24 claiming Key Benefits: 2010	Eskdalemuir	Dumfries and Galloway	Scotland
	22.2	13.5	13.0

Female Population – Working Age - 2010	Eskdalemuir	Dumfries and Galloway	Scotland
	181	40575	1579372

Male Population – Working Age - 2010	Eskdalemuir	Dumfries and Galloway	Scotland
	222	44506	1688551

Total number of pupils in Primary school: 2011	Eskdalemuir	Dumfries and Galloway	Scotland
	40	10301	364222

Total number of pupils in Secondary school: 2011	Eskdalemuir	Dumfries and Galloway	Scotland
	33	8930	295991

Number of Female pupils on the S4 roll: 2009/2010	Eskdalemuir	Dumfries and Galloway	Scotland
	1	911	28197

Number of Male pupils on the S4 roll: 2009/2010	Eskdalemuir	Dumfries and Galloway	Scotland
	4	900	28796

Total number of dwellings per hectare: 2010	Eskdalemuir	Dumfries and Galloway	Scotland
	0.01	0.11	0.32

Emergency hospital admissions – both sexes- aged 65 & over - 2010	Eskdalemuir	Dumfries and Galloway	Scotland
	17,241	20,570	25,320

#### Scottish Indices of Multiple Deprivation

- Current Income Domain 2009 Rank – 3,229
- Employment Domain 2009 Rank – 2,345
- Health Domain 2009 Rank – 4,936
- Education, Skills and Training Domain 2009 Rank – 4,726
- Geographic Access Domain 20 Rank – 90
- Crime Domain 2009 Rank – 6,034
- Housing Domain 2009 Rank – 3,129

When looking at the “access to services” domain, the area is clearly deprived and this can be broken down into the indicators as follows showing that the area is highly deprived in terms of service delivery;

- Drive time to a Post Office: 2009 – 10.6m
- Drive time to a Supermarket: 2003 – 19.9m
- Public transport time to a GP: 2009 – 41.5m
- Public transport time to a Post Office: 2009 – 43.0m
- Public transport time to Shopping facilities: 2009 – 40.2
- Drive time to a GP: 2009 – 10.6

# Policy & Strategic Context

## National Drivers

The Scottish Governments overarching aim is to increase sustainable economic growth. Five strategic objectives underpin this purpose:

- Wealthier and Fairer
- Smarter
- Safer and Stronger
- Healthier
- Greener

### Eskdalemuir Community Hub's Contribution

Wealthier and fairer – through enabling business

Smarter – providing opportunities for lifelong learning

Healthier – participation in community activity can contribute to good mental health and well-being as well as catering using good local food.

Greener – through encouraging walking tours as well as the energy efficient building.

Safer and Stronger – through creating a vibrant hub to draw the community together.

### **The Scottish Government Economic Strategy**

The purpose of the Scottish Government is to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth. In 2011 an update to the economic strategy was published which gives clear priority to accelerating economic recovery, with a range of measures to tackle unemployment and promote employability. There are six strategic priorities to drive sustainable economic growth and develop a more resilient and adaptable economy.

### Strategic Priorities

- Supportive Business Environment
- Transition to a Low Carbon Economy
- Learning, Skills and Well-being
- Infrastructure Development and Place
- Effective Government
- Equity

### **Scottish Government Rural Strategy**

The Scottish Government states that it is committed to supporting rural life, rural communities and the rural economy and to do so it has 'mainstreamed' the needs of rural Scotland within all of its policies.

The Rural Development Council was set up to consider how best rural Scotland can contribute to the creation of a more successful country, through increasing sustainable economic growth. It helps identify

any obstacles to achieving this goal, consider possible solutions and offer advice to Scottish Ministers, including identifying priorities for action.

The Scottish Government states that it is committed to supporting rural life, rural communities and the rural economy and to do so it has 'mainstreamed' the needs of rural Scotland within all of its policies.

The Rural Development Council was set up to consider how best rural Scotland can contribute to the creation of a more successful country, through increasing sustainable economic growth.

It helps identify any obstacles to achieving this goal; consider possible solutions; and offer advice to Scottish Ministers, including identifying priorities for action.

Rural Scotland covers 95% of the land and 18% of the population in Scotland and the Scottish Government aims to promote development in rural areas and empower communities.

Our Rural Future, published in March 2011 is the Scottish Government's response to the Speak up for Rural Scotland Consultation. 'Speak Up for Rural Scotland' set out the Rural Development Council's views on what mattered for the rural economy. Our Rural Future identifies the key priorities arising from the Council's advice and the views of consultees, highlighting where action needs to be taken and commitments shared.

"The Scottish Government wants to see a rural Scotland that is outward looking and dynamic - with a diverse economy and active communities.

We want to see our rural communities grow in confidence and diversity, supported by high quality public services. We want our young people to have the opportunity to build careers and prosperous futures in the area where they grew up. We want to see rural Scotland participating fully in the global exchange of ideas and culture, with the right connections to make this happen, including high speed broadband and appropriate transport infrastructure. We want rural businesses to make best use of local assets and talent to become even more competitive and enterprising.

However, one organisation or individual alone cannot make the difference that is needed. We must all work together for the future of rural Scotland - central government; local authorities and agencies; the private and voluntary sectors; and individuals themselves. We have a common ambition and everyone has a part to play." The priorities that the hub can contribute to are highlighted, though some more will be achieved in the longer term;

#### Infrastructure Priorities

1. Higher speed broadband
2. An improved supply of affordable housing in the places where it is needed, using designs which are appropriate and sustainable
3. Affordable motor fuel and the effective use of public transport
4. Improving rural healthcare services

#### Land Use Priorities

1. Better partnership working to co-ordinate and agree on land use purpose and priorities

#### Community Participation Priorities

1. Renewable energy developments with shared benefits for communities, commercial developers and land managers
2. A more effective partnership between communities and Community Planning Partnerships/Local Authorities
3. Capacity and skills development for communities

The Scottish Government is funding the Development Trust Association Scotland to take forward the first phase of the "Support for Communities to Own Assets" action point from the

"Scottish Community Empowerment Action Plan" - looking at asset transfer from local authorities to community groups. The work will raise awareness of the benefits, identify and disseminate lessons from effective practice, provide training and toolkits, and develop networks.

#### 4. Promotion of Development Trusts and Social Enterprises

The Scottish Government has provided funding for a Knowledge and Skills Exchange Fund and for a Development Trust Resource pack on how to create a successful Development Trust.

#### Business and skills priorities

##### 1. Local business growth, making best use of local resources

The paper recognises that "The growth of the business community is fundamental to boosting sustainable economic growth in the rural economy. Without jobs and successful enterprises, rural Scotland cannot prosper."

##### 2. Skills training based on the needs of the local economy

"A key priority theme of our refreshed skills strategy "Skills for Scotland: Accelerating the Recovery and Increasing Sustainable Economic Growth" 10 published in October 2010 was to strengthen engagement between learning providers, Sector Skills Councils, employers and learning providers to respond more effectively to them. The aim is to improve the match between skills and job opportunities to increase employability."

##### 3. Public procurement opportunities for local businesses

The paper states that the Scottish Government is "taking action to level the playing field for SMEs, social enterprises, supported businesses and other third sector organisations in securing access to the public sector market." In July 2008, the Scottish Government launched Public Contracts Scotland to provide businesses with easy access to contract opportunities and since the launch 49,449 suppliers have registered, 84% of which are SMEs.

## Local Drivers

### Community plan for Dumfries and Galloway 2009/12

The Scottish Government's five strategic objectives have been translated into outcomes which are local to Dumfries and Galloway in Dumfries and Galloway's Community Plan for 2009/12.

#### Outcome 1 – 'An innovative and prosperous rural economy'

The Dumfries & Galloway Regional Economic Strategy sets out four main factors that support this outcome – 'business infrastructure', 'growing business', 'quality of life' and 'developing a competitive workforce'.

The Hub links into this and in particular to the objective of Improving employment and business opportunities.

#### Outcome 2 – 'Healthy and happy lives'

Tackling inequalities in people's health, including work to achieve good mental and physical health, is an important part of this outcome, along with the effects of our ageing population.

The Hub contributes to this objectives by providing access to quality health and care services

#### Outcome 3 – 'Feeling safe and respected within the community'

Communities where people feel protected and live without fear for their own or other people's safety. The Hub will ensure that communities and people feel included and confident.

## **Outcome 4 – ‘Being better equipped for a changing world and having improved life chances’**

Giving everyone access to positive learning environments, whatever their age. Providing support for the most vulnerable children and young people is a particularly important part of this outcome.

The Hub will provide better access to learning and opportunities for people to take part, target skills training for employment and encourage people to be responsible citizens

## **Outcome 5 – ‘An environment that is protected and enhanced’**

Having a sense of ownership and individual and joint responsibility for the environment.

The Hub will reduce the region’s ‘carbon footprint’ – through having local services will reduce the need for a one hour round trip to Lockerbie for a pint of milk or a newspaper

## **Single Outcome Agreement 2012-2015**

The Hub will contribute directly to Priority 4 “We will support and stimulate our local economy”

These outcomes ring true with the Hub’s vision;

4.1 We will attract and sustain investment to grow our local economy.

4.2 Employment opportunities will be enhanced through innovation and skills development.

4.3 We will build the capacity of individuals and communities to support the economy.

## **Health Strategy – Dumfries and Galloway**

“Putting You First” (PYF) is NHS Dumfries and Galloway’s shared vision for enhancing and creating health services fit for future generations. The third and independent sectors will be involved in developing and delivering the Putting You First Change Programme. By working together, the overall aim is to ensure the delivery of high-quality, efficient and person-centred services.

The groups involved in the project in Annandale and Eskdale programme include Langholm Health and Social Care group, Annandale and Eskdale Health Improvement Team along with a range of local provider organisations including Langholm Initiative and CADISPA, Langholm & Canonbie GPs, Community Council, Eskdale Foundation, British Heart Foundation, CASS, Eskdalemuir Hub.

The aim is to develop a range of specifically funded projects to address the specific needs of each of the areas of Dumfries and Galloway. The rural nature of Annandale and Eskdale means that one of the main focuses is on transport issues and how they affect the delivery of local health and social care services.

In response to this, PYF funding has just been used to purchase a state of the art video communications system to be installed in the Thomas Hope Hospital. This system will not only help prevent people from having to travel across the region for their care but is an excellent example of how technology can be used to support remote and rural communities.

## **Case Studies**

### **Case Study 1 : Dalmally Community Centre**

#### *Background*

Dalmally is situated on the mainland, east of Oban on the A85, the Old Military Road. Dalmally is a growing community with several new housing developments planned and underway.



There is a thriving primary school with a roll projected to rise further, a local grocery store, pharmacy, post office and health centre.

The original Dalmally Hall (left), built around 1910 as a TA drill hall, was small with very limited storage areas. Heat retention was poor due to its corrugated iron construction. The hall was deteriorating with age, making it increasingly hard to comply with regulations governing the facilities, access and safety of public halls. Though inadequate, the hall was well used by local groups and clubs, especially in the winter months.

There were no alternative facilities in the immediate area and Loch Awe village hall was no better than Dalmally Hall.

Local people felt the area urgently needed a purpose-built facility to accommodate the full range of the community interests and activities. Crucially for the sustainable development of the area, was the retention of young adults and families, and it was felt an appropriate and flexible indoor community facility would help greatly.

The Community Centre project is intended to provide a benefit not only to the village of Dalmally but also to the immediate wider communities in the Parish of Glen Orchy and Innishail. The population of the area is 565, of which 325 (58%) live in Dalmally.

#### *Public Consultation*

A well-attended public meeting in 1998 led to the establishment of a steering committee which carried out public consultation by questionnaire to determine what type of facilities the community wanted to see. The steering group evolved into a charitable association and finally in 2002 into a charitable community company limited by guarantee.

The consultation showed that activities were restricted both by the availability of the hall, by its size and by its lack of storage facilities. Activities that could be held in an improved facility included:

- exhibitions of local antiquities and craft fairs
- visits by touring arts companies
- indoor sport, such as badminton, indoor football and shinty
- hosting wedding receptions and birthday parties
- meeting the Physical Education needs of Dalmally Primary School,

It was recognised that many of these would be income generating opportunities.

#### *The Site*

A site of approximately 2.4 hectares was identified as suitable for a full sized sports field, access road, car park and community centre. The proposed development was investigated and incorporated in the local development plan.

In 2002 the building of the new Health Centre by the Health Trust on an adjacent site allowed entry via a common access from the trunk road. The community centre site was purchased by Dalmally Community Company in 2003 through a Community Land Fund grant. The local pharmacy and post office relocated to a site adjacent to the Health Centre in the spring of 2004, creating a cluster of all the main facilities.

#### *The Building*



The first phase involved the construction of the new Community Centre together with its associated access road and car park (left).

The local community and representatives from the main user groups were consulted throughout the design process and their proposals incorporated into the plan.

Key elements for inclusion in the design were identified as:

1. appropriate layout and storage to allow the programme of music and the arts events to be expanded
2. floor space and ceiling height to accommodate sports like badminton, shinty and football
3. a dedicated meeting room for use by local organisations
4. a kitchen to support a variety of events
5. attractive yet functional decor to attract and enhance events such as craft fairs, exhibitions and public consultations
6. a large purpose built furniture storage area and individual storage lockers for the organisations using the centre.

### *Capital funding*

Funding of £1,015,135 for the capital work came from a wide range of funders - £330,147 (33%) from Argyll & the Islands LEADER, £561,688 (55%) from public funding and the remaining £123,300 (12%) from private match funding. Funders included: The Big Lottery, Climate Challenge Fund, Community Energy Scotland, P.F. Trust, Argyll & Bute Council, Argyll & the Islands Enterprise, The Clothworkers' Foundation, Gannochy Trust, Robertson Trust, Garfield Weston trust, Clive Anderson, Hugh Fraser Trust, Cattnach Foundation, The Trust House Foundation, Schuster Trust, Glen Orchy Scouts, The Cruden Foundation and DHD Wills Trust.

### *Activities and users*

Current activities in the community centre include circuit training, ballet classes, ballroom and Latin classes, kids' football (5-14 years), junior and senior badminton, kids' shinty and yoga classes. The community café is open on Fridays from 1 – 6pm.

The hall is used by local groups for regular meetings and also as a venue for functions, such as private parties and weddings. Other users include school, College and Community Education Dept.

### *Charges*

The centre is most in demand from locals in the winter months with excess capacity in the summer season where facilities can be offered to tourists. The aim is to generate income from facilities hire by people from outwith the area so that lets to local groups can be at a much more affordable rate.

	Main hall		Meeting room	
Charging Bands	Before 7pm	After 7pm	Before 7pm	After 7pm
Band 1 - private/public functions e.g. dances, ceilidhs, concerts etc.	£25 / day	£50	£10 / day	£25
Band 2 - local groups	£12	£18	£6	£12
Band 3 - local regular groups	£9	£ 12	£6	£9

## *Sustainability*

Dalmally Community Company has assessed the revenue needed to manage the centre based on expected demand for its facilities. Dalmally Community Company's income for the year to 28th February 2012 was £87,345.

Income generating opportunities including the simple letting of space for sports activities, birthday parties and weddings, and the opening of a historical/cultural exhibition and tea room as well as dances, concerts and other local fundraising events. Maximising external revenue is seen as crucial in order to keep the centre's hire charges at a level that will ensure maximal use by the local community.

Keeping on-going maintenance and heating/lighting costs to a minimum was a key requirement in the design brief. Measures to do this include super-insulation in the walls and ceilings, an air to water heat pump and a ventilation heat recovery system. This should keep the hall both warm and dry with the lowest possible running costs.

The Company is confident that the new centre will be sustainable in the long-term.

## *Factors for success*

The key factor is continuous communication to keep local people informed and supportive, not just in the development stage but on an on-going basis. Dalmally Community Company does this through annual public meetings and via the community council's newsletter.

## **Case study 2 : Raasay Community Hall**

Raasay is one of the Inner Hebridean Islands, 2 miles east of the Isle of Skye. Most of the population (150 to 200 inhabitants) live in 4 small settlements at the southern end of the island. The majority of the land on the island belongs to the Scottish Executive Environment & Rural Affairs Department (SEERAD). The main land use is for agriculture, crofting and grazing. The Forestry Commission has a relatively small presence on the island.

## *Raasay Community Association*

The Raasay Community Association (RCA) is a community owned and managed company (Scottish charity no SC036239) created with the aim of establishing a community centre and providing facilities for the inhabitants of Raasay. It is managed by a Board of 9 directors, drawn from the community.

## *History*

A site for a new hall had been earmarked nearer the main settlement at Inverarish by Highlands and Islands Enterprise, who bought certain key properties on the island in 1979. The Raasay Community Association (RCA) is the successor to Raasay Social Services and the subsequent Raasay Village Hall Association. Fundraising for a new facility had been on-going and a number of plans and proposals were put forward without success.

The Association wanted a modern, sustainable building with low running costs. Visits to other halls had also highlighted the need for enough storage facilities for equipment required by all the different users and the advantages of under-floor heating, to avoid radiators in a hall that was used for games.

Initial funding was secured and in August 2006 the construction project finally went out to tender. Costs came in much higher than anticipated. This led to negotiation with the lowest bidder, some cost saving redesign and further fundraising. Finally on the 27th February 2007 with over £1m of funding in place a contract for the construction of the hall was signed. After some serious issues with the contractor, the building was finally completed two years later.

Funding for the hall came from numerous sources including:

Big Lottery Fund	£200,000
Highland Council (from 2 different budgets)	£130,000

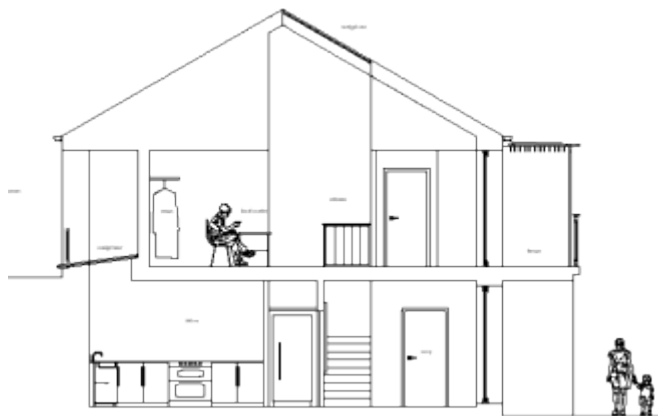
Highland 2007	£ 20,000
Highlands & Islands Enterprise (Skye & Wester Ross)	£247,000
BBC Children in Need	£ 35,000
European Regional Development Fund	£180,000
The Robertson Trust	£ 15,000
Communities Scotland (from 2 different budgets)	£ 90,000
Highlands & Islands Community Energy Company (for renewable energy plant)	£ 28,760
The Gannochy Trust	£ 20,000
The Hugh Fraser Foundation	£ 10,000
Lloyds TSB Foundation for Scotland	<u>£ 6,500</u>
	<u>£982,260</u>

RCA has also raised over £22,000, taking the total over £1m. In the final stages of completion The Highland Council (Discretionary Fund) awarded a further £10,000 to cover extra costs associated with the need to retender the work and undertake some minor remedial work.

### *The Building*

The site is sloping close to the day care centre and church and some housing association homes in the heart of the island, close to the largest village, Inverarish.

The building is on two levels, set back into the slope so it is accessible from the ground at both levels and blends into the landscape. The design is based on the simple agricultural shed. It has a high thermal mass, heavily insulated retaining wall, and a simple steel portal in-filled in timber, glass and insulation. The roof is corrugated and stone from the site is incorporated in gabions in the landscape. The front is glassed, with an open area to the front and parking for 18 vehicles at the back. The interior has been designed to provide maximum flexibility of use. It consists of:



#### Downstairs

##### Entrance from front of building

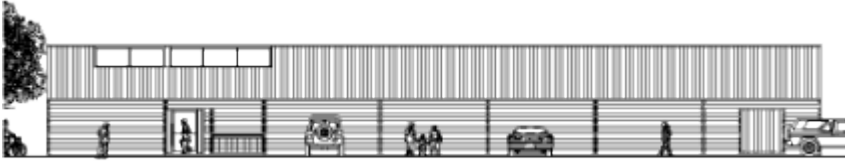
A main hall (18m x 9.3m and the full height of the building) suitable for gym, games, dances and performances.

A kitchen which can open onto the hall and serve as a bar for licensed events.

Toilets (including a toilet suitable for the disabled) and showers, with changing facilities for sports teams

Storage space

## Upstairs



### Entrance from rear of building

A large glass fronted lobby (6m x 5m) which can be used for meetings and small scale events. It can also be used as a spectators' gallery as it has a viewing window which looks down onto the main hall.

A small training, meeting room (4.5m x 4m) with internet connections

A small office

Toilet for the disabled

Externally accessed storage (for outdoor equipment)

The main hall has a wooden floor suitable for sports. The building design incorporates state of the art



insulation, thermal control and renewable resource features to maximise energy efficiency and minimise long term running costs. The heating is from a ground-source heat pump with under-floor heating and a heat-recovery ventilation system. The double-glazed glass front can open up on summer days and be screened off to minimise glare and provide black-out for film nights during the summer. The side walls are timber clad using local larch timber.

### *Issues encountered during construction*

The Community Association could not get funding to hire a project manager for the job; the Chair of the Association agreed to devote time to fund-raising and helping to keep the project going in the right direction. This was a time-consuming and onerous task and with hindsight, it would have been better to have secured funding for a project manager.

Costs of building on islands are always higher than on the mainland and building programmes more vulnerable.

The Polish contractor had difficulty finding accommodation for the workers on Raasay.

Progress on the building slowed down, and with the falling value of the pound reducing the value of the pay to the Polish workers and demand for their skill increasing in Poland, the contractor left for a job in Poland and failed to return. The Association eventually had to terminate the contract. This has led to many issues with snagging.

Retendering the contract caused further delays and increased costs.

As time limits for grant spend were being reached, the funding from some bodies such as the ERDF had to be re-negotiated.

The problems encountered took its toll on those involved in the Association, leaving many demoralised by the whole process.

### Equipment

RCA received a grant of £12,273 from Highland 2007 and the Scottish Arts Council for arts equipment for the hall - seating, staging, a PA system, stage lighting, video projection system and display boards and further funding from Highland 2007 to commission new music from local artists to celebrate the construction of the hall.

### *The building in use*

The Hall is open for many different events, like ceilidhs, private parties, sports, workshops, dances. Capacity is 120 people seated or 180 standing.

In late 2011 there were twelve groups using the building on a weekly basis, other regular monthly users, as well as many other occasional users. These include bowls, indoor football, Gaelic singing, concerts, ceilidhs, theatre performances, exhibitions, youth club meetings, arts and craft activities, wedding receptions and funeral wakes, clan gatherings, and recording sessions.

The primary school use it as their PE hall and, following the closure of the day care centre on the island, a monthly lunch club is held in the building for over 20 of the island's older residents – for which all the cooking and caring is done by hall volunteers.

The original office room is currently being fitted out with a sink and mirror so that a hairdresser from Skye can hold a regular salon in the building.

The arts and crafts room has been refurbished as the hall's office. With other changes planned to room usage, the committee feels that the building has a good degree of flexibility.

### *Hire rates*

Room	Residents	Non-residents Commercial
Whole building* (max 180 people)	£140/day	£250
Main hall (groups)* (cost includes 30 mins set up/ clear up time)	£10/hour - max £100/day Block booking (>5 sessions) £8/hour	£20/hour - max £200/day
Hall/meeting room for individual use (max 4 people or 1 family)	£5/hour	£10/hour
Upstairs meeting room and lobby (max 20 people)	£10/hour – max £40/day Block booking £8/hour	£20/hour – max £80/day
Projector/video equipment	£5/hour – max £20/day	£5/hour – max £20/day
Audio equipment (PA)	£5/hire	£5/hire
Stage lighting	£5/hire	£5/hire
Fundraising charity event	£30 per event	N/A

\*includes use of changing rooms and RCA-owned games equipment and (possibly shared) use of kitchen

### *Income*

Total income from rental is currently covering running costs, but only by a small margin. Income for the year to 31.3.10 was £56,462 (part grant for equipment) and £26,848 for the year to 31.3.11. For the first two years of its use, all of the management and maintenance and cleaning of the hall (including the staffing of events and providing transport) has been done by volunteers.

The committee is just about to advertise for a part-time cleaner and groundsman. Two new development workers appointed with funding from LEADER and Highlands and Islands Enterprise are to use the hall as a base, which will help to integrate the hall even further into the community and expand its use.

### Case Study 3 : Ullapool Village Hall

Ullapool in Ross & Cromarty is a fishing port with a population of about 1,300. It is the departure point for ferries to Stornoway which generates a stream of tourist traffic. Many come to Ullapool itself as it has a strong reputation as a centre for music, the arts and performance with visiting orchestras and theatre companies and the three-day Ullapool Book Festival every May. Ullapool also has a community owned pool and an active development trust.

Ullapool Village Hall is owned independently by the village through Ullapool Village Hall Association, registered as charitable trust (SC022904) in January 1994. The Village Hall management committee meets four times a year with the aim of providing a good value and pleasant multifunctional venue for the social, cultural and entertainment activities associated with a traditional village hall. The management committee is very stable with 7-8 dedicated members who have worked hard for years for the hall.

#### *History*

Ullapool Village Hall was built originally as a Free Church school in 1843 and served as the local school until 1929. Subsequently, the Education Committee "sold" the Hall for £150 to representatives of the village and it became the centre for the activities of the Amenity Association (later the Community Association).

The Hall was enlarged in the 1970s and received further funding from a dedicated National Lottery fund for village halls. This allowed extensive refurbishment of the basic structure, redecoration and the addition of a modern and beautiful conservatory and foyer.

#### *Hall Facilities*

The hall has a range of space:

- the main hall - large and airy with a new floor;
- a medium sized committee or meeting room;
- a side room, adjacent to both the kitchen and main hall - suitable for storing food and drink; as a waiting room, breakout room, dressing room or quiet area; or a space for messy activities;
- a large foyer and conservatory with comfortable seating;
- a basic kitchen with a serving hatch, equipped with a cooker, a dishwasher and 2 urns.

The hall is equipped with modular staging and has excellent acoustics, making it an ideal space for concerts, functions, parties and celebrations, conferences and corporate events, and training courses.

The rooms can be hired individually or as a whole facility and can be set out in any style to suit the occasion. The hall is licenced for 220 people with seating capacity of 150. It has full disabled access with double door side access and ample parking close by.

It is well used by local groups including the Brownies, Guides, Bowls Club, Junior Pipe Band, SFL club, Toddler and Parent group and the local church for services and social events. Most have their own sets of keys so that there is no need for anyone else to be there to open and lock up.

Bookings for functions and events are good with some dates in the diary as far ahead as 2014 and many users returning regularly.

#### *Income generation*

Hire charges vary depending on the nature of the booking and are generally negotiable. Charges for local groups at £11 for a 4 hour slot are deliberately kept low.

Typical hall hire charges for external events are £120 for a party which gives access from one morning until the next to allow for set up before and clean up afterwards. This includes use of the kitchen and the

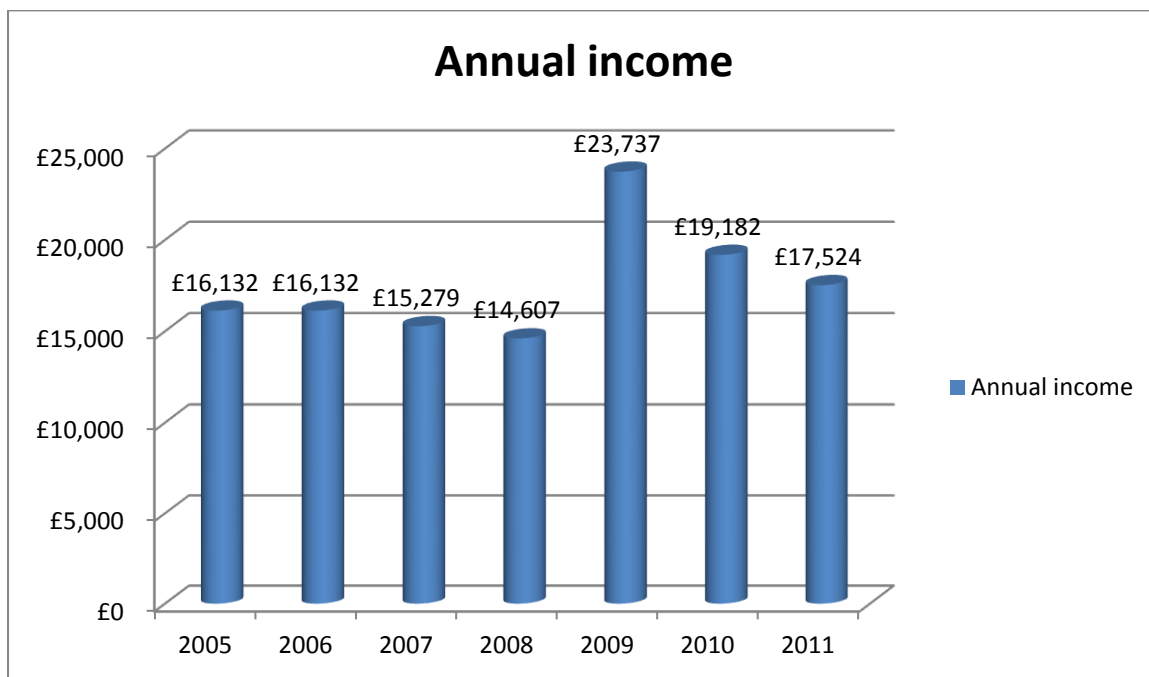
crockery but all groups are expected to provide everything else they need – glasses, tea towels, cleaning materials, bin bags, etc. This minimises costs and reduces waste. Groups also provide their own catering.

Hire for larger functions like weddings would typically be £350 for use of the hall from Thursday to Sunday morning.

There is no charge for funerals but most give donations, sometimes generous, for use of the hall.

The hall is well used by touring bands because of the excellent acoustics. It is a touring venue for the Scottish Chamber Orchestra, who are only charged £50 because local people appreciate their annual visit and they always leave the hall spotless.

The aim is to generate about £700/ month from hall hires with the rest coming from fundraising events, donations and grants for specific purposes. Income is fairly steady throughout the year.



Main outlays for the hall are:

- wages for the cleaner (6 hours/week) and for the caretaker (who does maintenance 3 hours/week),
- insurance which is expensive
- heating oil – not ideal but it is too expensive to replace the existing heating system
- electricity – at a low charity tariff from Scottish Hydro
- maintenance and servicing costs

Routine maintenance is done by the caretaker and local goodwill; fundraising events are held when larger repairs are needed. The hall also gets donations of furniture e.g. leather sofas, crockery, etc.

### *Competition*

*An talla solais* is Ullapool Visual Arts centre beside the Village Hall. It operates as an arts-based independent charity offering a programme of exhibitions (free), events and independent courses. The events are arts based and include drawing sessions for the general public (cost £5 -£7 per session, some free). The independent courses hosted by the centre are more specialised and priced accordingly. The facility includes one studio with an open access community art room available for individual and group bookings throughout the year, unless it is set aside for a visiting Artist in Residence. It is a staffed facility so the rates for hire of the Community Art Room are much more expensive than Ullapool Village Hall

	<i>Standard rate</i>	<i>Community rate</i>
Evening	£ 12	£ 8.50
Half-day	£ 14	£10
Full day	£ 25	£18
Weekend	£ 40	£28
Week (Mon-Fri)	£ 80	£56
Full week (7 days)	£100	£70

*The Macphail Centre* in the community wing of Ullapool High School has a theatre hosting a regular programme of events. The venue can also host meetings and conferences for up to 200 delegates. The Leaning Centre offers a variety of activities including French for hesitant speakers (£24 for 7 weeks / £15 concessions) and yoga - £38 for 8 sessions.

Although this looks like a lot of community facilities for a village, each of the three venues offers different activities so complement each other and co-exist for the benefit of both the local community and visitors to the area.

### *Learning Points*

1. Think about the purpose of the hall. Ullapool Hall is a traditional village hall and happy to serve that function. Don't try to be all things to all people.
2. Take a deposit for bookings for parties, non-refundable if the booking is cancelled. Ullapool takes £30 upfront. Hires are invoiced retrospectively with the deposit deducted provided the hall was left clean and tidy.
3. The modular stage is a great investment as it allows maximum flexibility. Ullapool's can be used in 5 different ways, or not at all.
4. Install a modern efficient heating system. Ullapool Hall has oil-fired underfloor heating which is not only expensive to run but is also unsuitable for dance classes and sports.
5. Use stackable trolley systems for tables and chairs. They are easy to move around and again maximise space. Buy these from a reputable, established company who will still be around if you need to replace odd chairs and tables.
6. Storage space is always at a premium so make best use of it. Don't hoard unnecessary clutter and charge for hire of storage space as groups make better use of it if they pay for it. Ullapool Hall uses lockable cages that they charge out at £1/week.
7. Keep outdoor space simple as this reduces maintenance time and costs. Grass is easy to cut but plants need to be watered and tended.
8. Keep fittings in the hall and kitchen equipment simple. Fancy gadgets look good when new but cost a lot to maintain and replace.
9. Provide plenty of coat hooks and bins.
10. Use washable paint on all the walls for easy cleaning and vinyl wall surfacing in toilets as this is easier to maintain than tiles.
11. Encourage any local artists to help out with the interior of the building. Ullapool Hall has a lovely children's changing room brightened up by a mural done for free by a local artist.
12. Make sure that there is an event in the hall that is for the community, especially if there has been a lot of fundraising as the hall has to be seen to be giving back to the community, not always taking.

## Case Study 4 : A' the Airts Centre at Upper Nithsdale

In 2000, Sanquhar residents had the vision of turning a derelict site in the High Street into an arts, crafts and cultural centre, to help with the regeneration of the area. Local consultation showed considerable support for the idea. The Centre opened on 20th November 2010 with 500 people through its doors. The building needed considerable investment of around £1.5 million.

Originally the project was going to be on a much smaller scale, just a couple of studios for artists and a small retail outlet but because of the size of the building the scope of the project grew. The building now houses;

- retail outlet for arts, crafts, music and books from
- exhibitions of artwork throughout the year
- programme of arts and crafts workshops and classes
- lively performances in our theatre - drama, music, poetry
- regular screenings of popular films in our community cinema
- cultural heritage..... and much, much more!

### Challenges

Space can be a bit tight and if they want to have music performances they can only have acoustic performances, often causing the locals to say "not another man with a guitar".

The theatre and arts exhibitions use the same building which can cause difficulties.

It has been very difficult to engage local people and in particular young people. It is a very rural area which is deprived and has high unemployment. The regular users tend to be people with cultural capital.

Two events are held in the theatre a month and they are lucky if they manage to sell more than 20 tickets. This can mean that they struggle to pay for acts and in turn to make money. They operate an 80/20 box office split.

They sell a lot in the shop and have around 60 local suppliers.

In the beginning the centre was set up as a community cinema which meant that there were lots of legal requirements which had to be complied with and there was an expensive license to pay. Now, instead Anne has set up members clubs where films can be shown to members of the club and there is a blanket license of £100 a year.

The centre doesn't make any money and is reliant of a variety of grants for funding. To cover costs the shop sales would need to be increased ten-fold.

### *Staffing*

There is one fulltime member of staff who runs the whole project and an administrative assistant who works 25 hours a week. There is also a cleaner who works six hours a week. Although they could apply for funding for more staff there is no space inside the building to accommodate more staff.

The three storey building is completely wheel-chair accessible and has a lift servicing all floors. It has also been designed to the highest standards of energy efficiency.

## Shop

The shop is a fantastic outlet for locally-made arts and crafts, great for gifts that are just that bit different. Artists and craftspeople are encouraged to submit work for consideration at any time. Open 10.00 am - 4.00 pm, seven days a week.

## Theatre

They have a 50-seat theatre with very good acoustics, suitable for any type of performance (up to a certain size). It is also equipped with digital cinema equipment. They offer a range of events in their programme, and also welcome companies to use A' the Airts as a venue. The seats are retractable, so that they can also use the theatre as a performance space, conference room etc. One of the craft rooms can be used as a bar or meal area (as well as the café).



## Gallery/Exhibition Space

The theatre also doubles as a gallery and they have further exhibition space throughout the building. We have rolling exhibitions of paintings and other artwork by local artists (both amateur and professional) throughout the year and would be pleased to hear from art groups or individuals who would like to consider future exhibitions.

## Craft rooms

They have two craft rooms, one larger than the other, for both wet and dry crafts, and including a small electric kiln. There will be a full

programme of classes starting in Spring 2011. We are happy to receive suggestions about other courses, workshops and classes people would like to see, and also welcome approaches from people who would like to run classes.

## Café

Café Airtisans, run independently from A' the Airts, specialises in great coffee and high-quality snacks, soup and cakes. It also has a small but pleasant outdoor seating area which is open during the Summer months. The cafe is also open 10.00 am to 4.00 pm every day.

## Venue Hire Costs:

Local community groups: Any room - £10 per hr.

Non-local, statutory and commercial groups: Craft Rooms - £15 per hr.; Theatre - £20 per hr. Performing companies wishing to stage events: £25 for the theatre

Catering can also be arranged through [Cafe Artisans](#).



# Community Survey

The aim of the survey was to look at the needs of the community in Eskdalemuir and gauge the level of interest in the proposed community services and initiatives to be delivered from the refurbished hub.

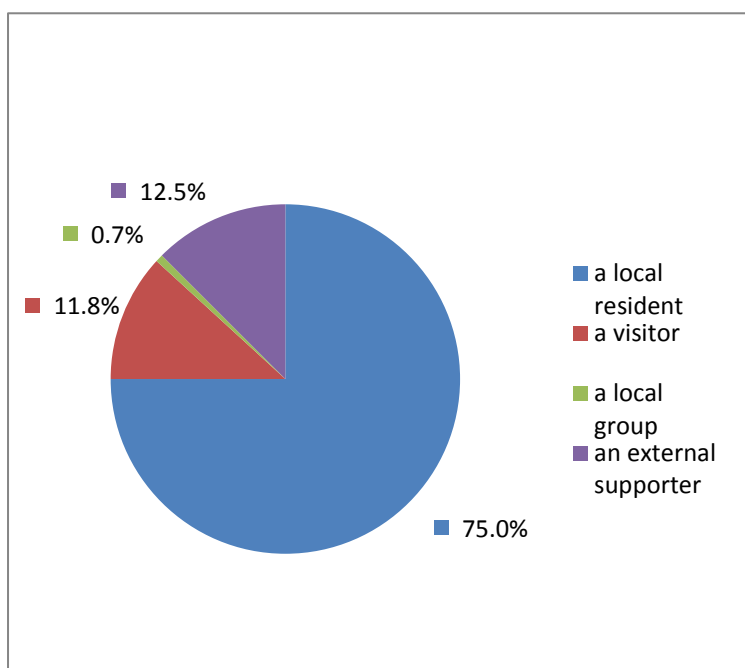
The survey was available in both paper format and online at The Hub and those attending activities and events were encouraged to complete it. It was also widely distributed in both formats:

- Sent out by email to 213 people out of 370 on UEDG's contact list
- Sent out to the remaining 157 by post

- Big display set up in the hall at The Hub and up at Samye Ling with paper surveys available
- Paper copies available at the community consultation event
- Link on UEDG website
- Via UEDG Facebook
- Tweeted by Community Enterprise
- Re-tweeted to D&G Standard - @DGStandard
- Link on Community Enterprise website

151 completed responses were received to the survey, which was a phenomenal response, representing more than 50% of the local population and a range of other supporters. There were a considerable number of detailed comments to questions; only a small sample of these are included in this analysis but all are included in full in the appendix to this report.

The first few questions were used to establish the demographic of the survey respondents:-



75% were local residents

0.7% represented local groups

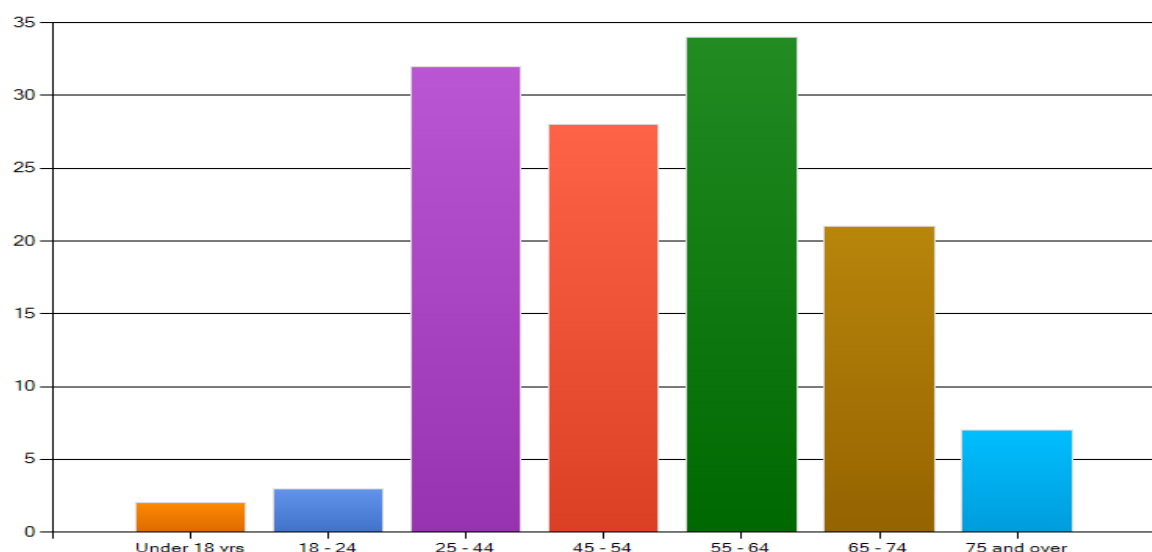
11.8% were visitors

12.5% were external supporters

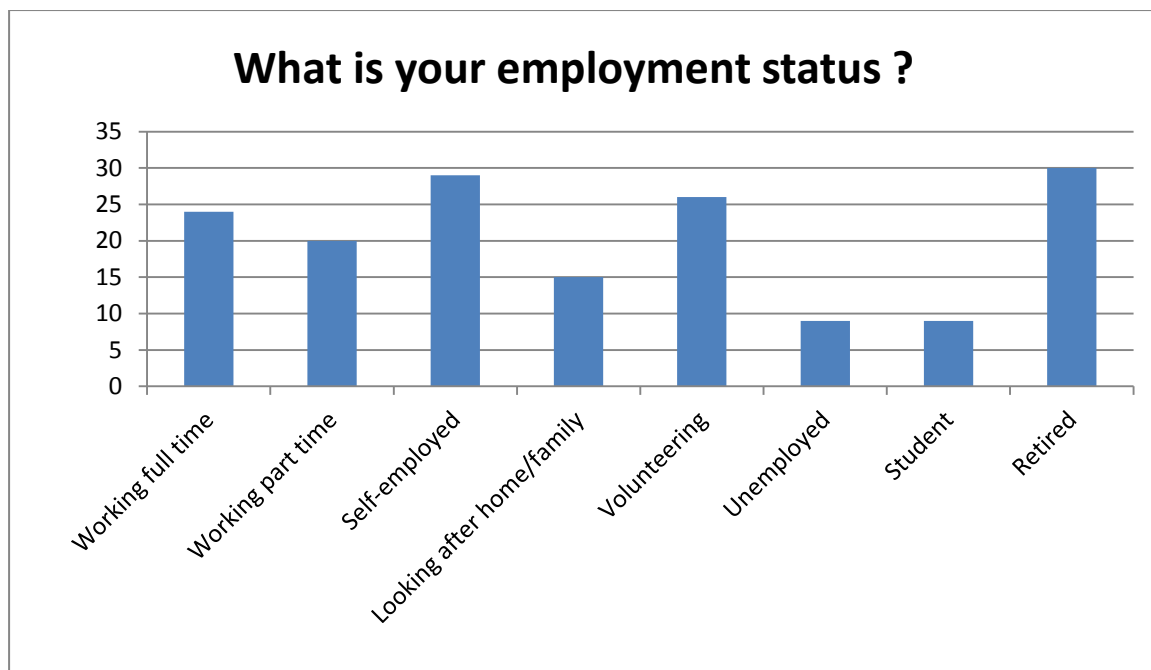
The gender split was

- 39.5% male
- 60.5% female

Responses were received from all ages, as illustrated by the chart below, reflecting the local demographic profile. In particular it highlights the low number of young people who remain in the area and the high number of baby boomers who will be the aging population of the next 20 years.

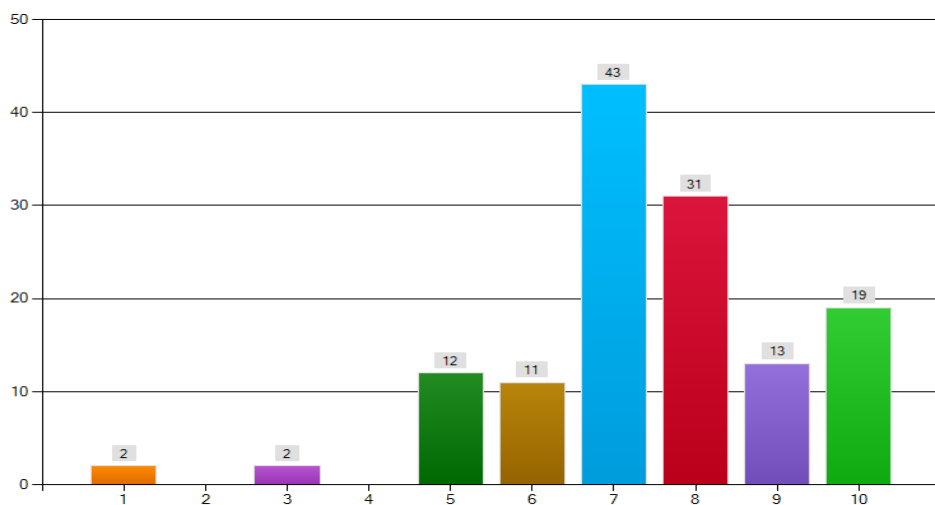


Most respondents were either retired or self-employed with a significant number involved in volunteering



20% described themselves as having a health problem or disability that limits their day to day activity, mostly among the older respondents which is higher than the national average of 11%.

The next batch of questions gathered opinions on the quality of life in Eskdalemuir. Most people appear to be very satisfied with Eskdalemuir as a place to live, with 80% giving it 7 or more out of 10 and only 3% scoring it less than 5 out of 10. 19 people are so happy that they gave Eskdalemuir full marks.

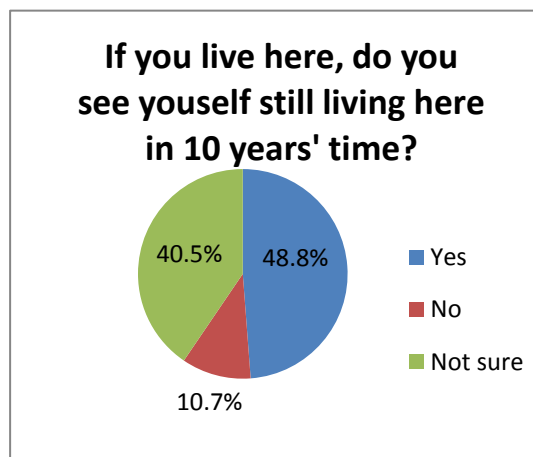


Most people see themselves still living in Eskdalemuir years' time:

- 49% definitely and 40% not sure.

The reasons for (possibly) not living there in 10 years' were given as (in order of ranking)

- Lack of services /facilities (30 people)
- Lack of support as I get older (27)
- Lack of suitable jobs (26)
- Lack of transport (26)



in 10

time

- Lack of shops (23)
- Limited social life (19)
- Lack of suitable housing (11)

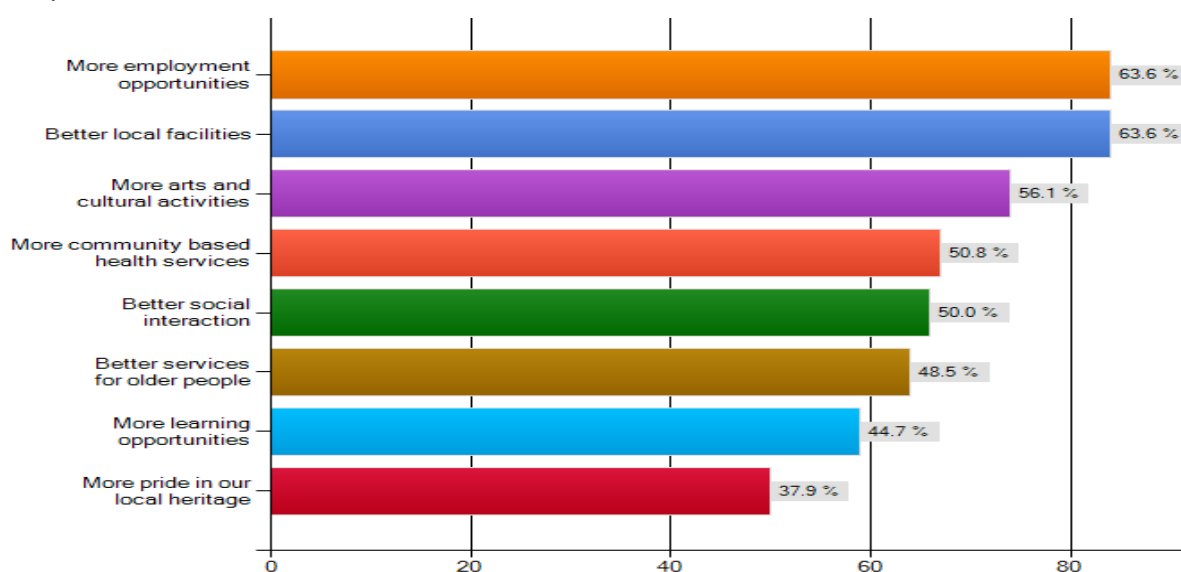
Note that those who answered the question ticked all the boxes that applied to them.

Asked what people most liked about Eskdalemuir that The Hub could enhance, the majority of responses focused on the strong community spirit (71%) and The Hub's role in aiding social interaction, contributing to a vibrant arts and cultural scene and providing learning opportunities.

The question asking "What would you most like to see improved in Eskdalemuir?" prompted 570 responses, almost 4 per person, highlighting a whole range of areas for improvement, covering a whole range of economic and social issues that could potentially be addressed

Better social interaction	50.0%	66
More employment opportunities	63.6%	84
More learning opportunities	44.7%	59
Better local facilities	63.6%	84
Better services for older people	48.5%	64
More community based health services	50.8%	67
More pride in our local heritage	37.9%	50
More arts and cultural activities	56.1%	74
Other		22

This is better illustrated by the chart below which shows that the key focus for local people is on creating more jobs (63.6%) and improving local facilities (63.6%). There is also a strong desire to see more arts and cultural events (56.1%) and more community based health services (50.8%) which are the key components of UEDG's plans for services it intends to deliver from The Hub.



Other comments are noted in full in the appendix but many focused on the need to improve transport with some useful suggestions for community-based solutions such as:

*"As there are so many people with cars in the valley, one idea would be to have a rota for being on call to help transport someone to an appointment, to collect a prescription etc. with some sort of creative arrangement for petrol costs and participation for people who do not have cars to contribute something else to the system on a cooperative basis."*

81.6% of respondents believe that developing The Hub as a community asset will bring the community together to improve Eskdalemuir with only 5.7% thinking that it would not do so. Many of the 22 comments to this question stressed the need for a focal gathering point for the community and the success of UEDG's activities so far:

*"It is important as there is no shop, school, pub or post office. There is no place for people to meet and nowhere for new people to get to know local residents."*

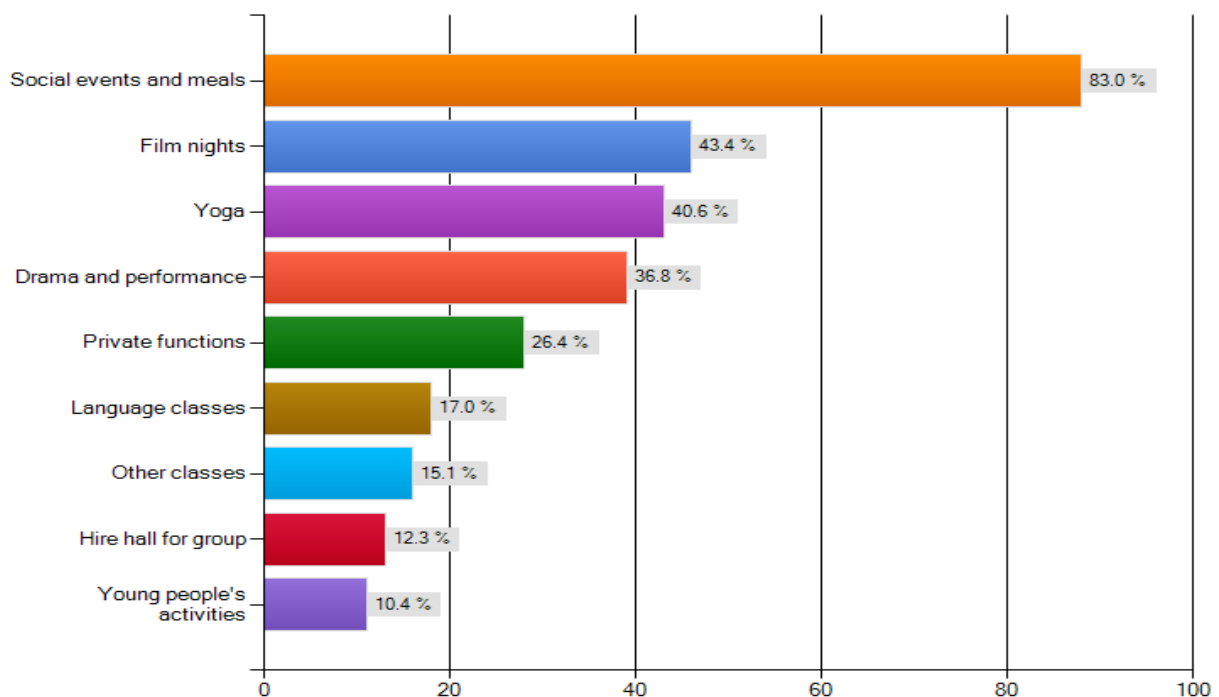
*"Many people live alone and for me The Hub brings a family feeling to my life which I enjoy."*

*"The success of the various classes, social nights, the monthly cafe, and variety of events such as the jumble sale, Xmas Fayre, Spanish classes, themed food evenings have already proved how valuable an asset the Hub is and further development of the building is essential to continue to allow the Hub to grow."*

The next batch of questions looked at existing facilities at The Hub and facilities currently accessed there and elsewhere by local residents.

82% currently use The Hub – 21% weekly, 24% monthly, 20% every 3-6 months and 17% less often – mostly for social events and meals but also for cultural events and classes.

**What activities have you (or your family) attended at The Hub? (please tick all that apply)**



Others mentioned various events such as the Christmas Craft Fayre with one person commenting:

*"We have participated in seasonal craft fairs, where local producers bring locally made products back for sale within the community and which attracts visitors from outwith. These events have the potential to*

*bring future economic benefits in the locality; not just in terms of immediate revenue taken at the event but also in the longer term by providing an impetus for crafts development and expansion."*

The majority of people described the fabric and physical condition of the existing facilities as "average" (46%). 31% described it as "good" and 3% as "excellent" although the accompanying comments (see appendix) suggest that this applies to the main hall rather than the facility as a whole. The remaining 20% thought the condition of the facility "poor". Comments were mainly on the need for major upgrades to the toilets, kitchen and heating system; the need for better parking was also noted by several respondents.

Local people are used to travelling to access many services as illustrated by the responses in the table below:

<b>What kind of activities do you attend elsewhere?</b>					
<b>Answer Options</b>	<b>10 miles away</b>	<b>15 miles away</b>	<b>20 miles away +</b>	<b>Would use the hub</b>	<b>Response Count</b>
Shopping	17	56	56	58	120
Health services	23	60	28	46	108
Sport and keep fit	7	15	29	33	61
Music, dance and drama	8	9	47	53	77
Hobby or crafts	7	7	18	32	52
Social events	17	12	36	49	74
Pre-5 activities	4	5	3	8	14
Children's group	5	3	3	7	12
Youth group	4	2	1	9	10
Activities for older people	4	6	7	16	20
Care services for older people	3	11	4	17	24
Advice sessions	3	7	10	27	30
Training courses	5	5	25	33	51
Other	0	1	6	4	7

This need to travel is limiting the lives and ability to socialise for many, particularly older people as this comment illustrates:

*"Because of the distance to the local town which is 15 miles away I cannot afford to attend a lot of the activities that I would like to attend. Because the Hub is so close I am able to access the activities and events and it is a valuable way to meet the rest of the people and friends from surrounding communities."*

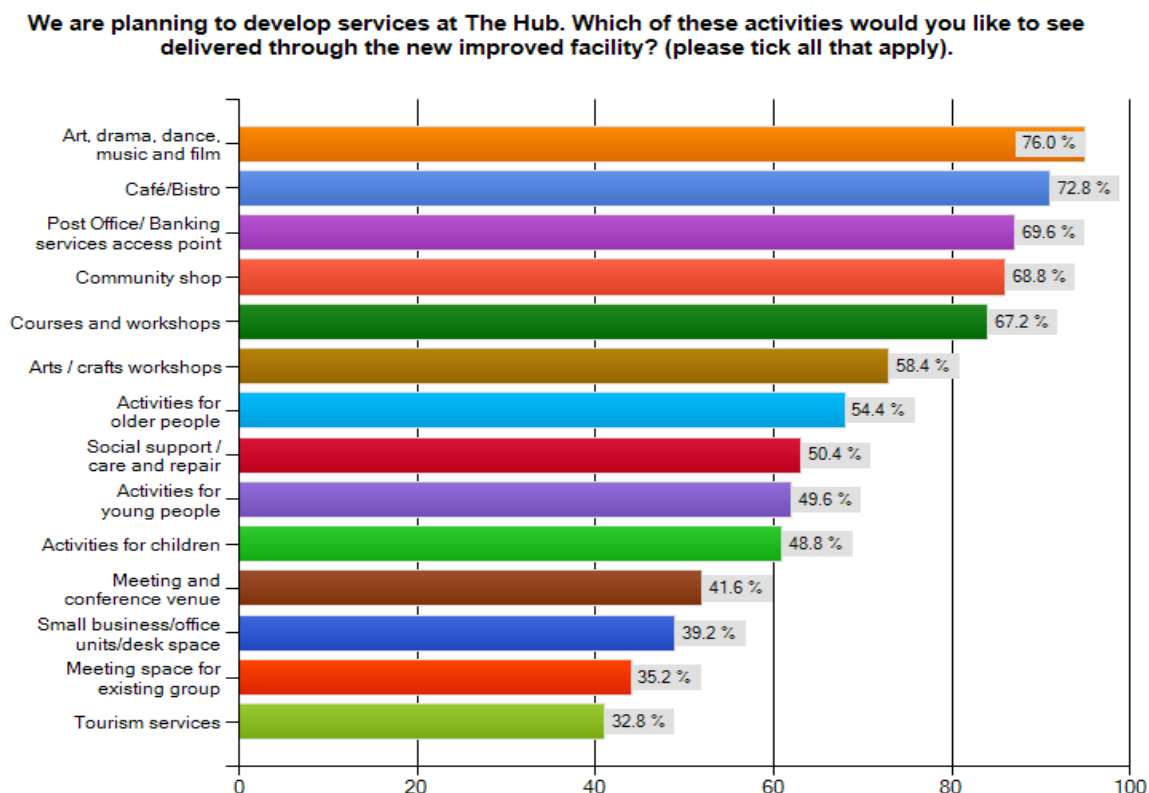
There were 996 responses (an average of 8 per respondent) to the questions about which activities people would like to see delivered through the new improved hub.

As in earlier questions, the demand is for cultural activities such as art, drama, dance, music and film (76%) and for social space in the form of a café/bistro (73%).

There is also strong support for both a community shop (69%) and a Post Office and banking services access point (70%) and significant demand for courses and workshops (67%) and arts/crafts workshops (58%).

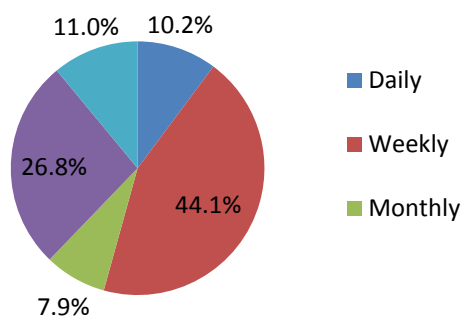
More than half wanted to see activities for older people (54%) and social support and care and repair (50%) with almost as many wanting activities for young people (50%) and children (49%).

There were lower levels of demand for space and tourism services.



The remaining sections of the survey looked at specific aspects of the services and activities envisaged for The Hub with the aim of establishing local demand and support for each of these ideas.

#### How often would you use a community shop in the village?

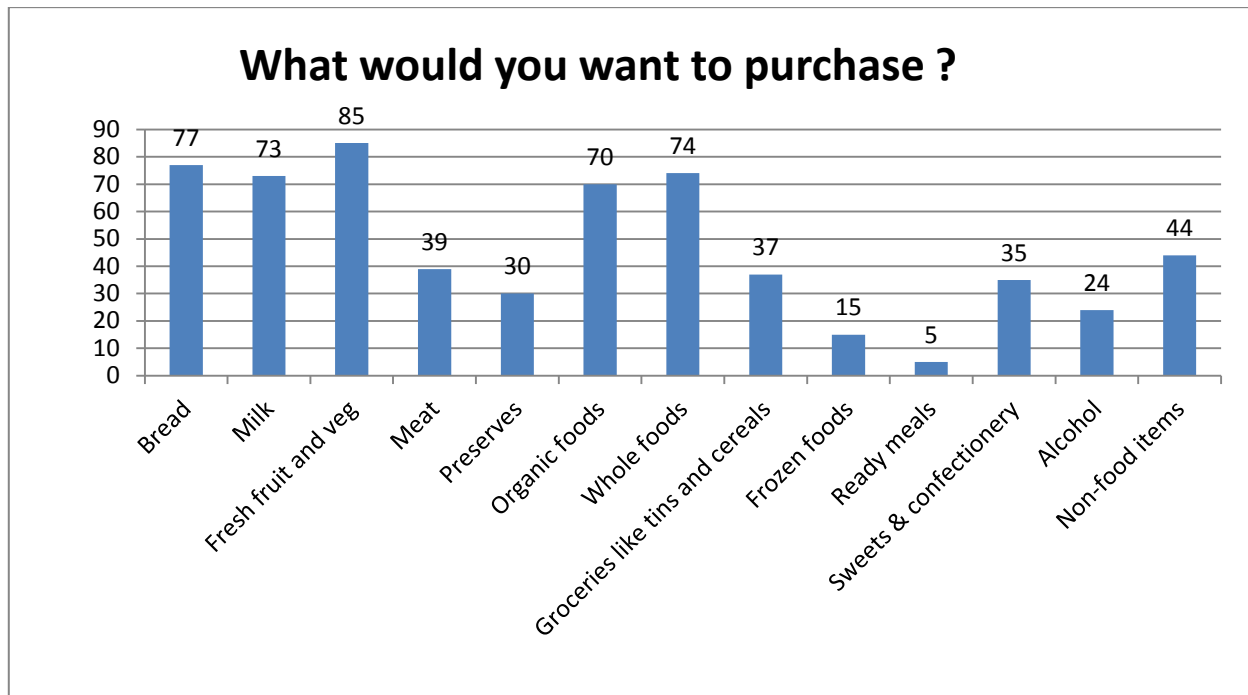


Of the 127 people who responded to the question about a community shop, only 14 said they would never use it.

The majority (44%) thought they would use it on a weekly basis for key elements of their weekly shop with many (34%) seeing it as a useful addition to be used now and again for specific or forgotten items.

The range of goods that respondents wanted to purchase is extensive with 608 boxes ticked an average of 5-6 per respondent.

There was demand for staples like bread and milk and fresh fruit and vegetables, particularly if these were locally grown. Many would also like organic foods and whole foods with specific requests for Suma goods.



One respondent suggested a less traditional service that a community shop could provide:

*"Why not develop a "suppliers' store" where locals supply their own produce? For example, we always have too much rhubarb/potatoes. I would be happy to swap with people for their produce"*

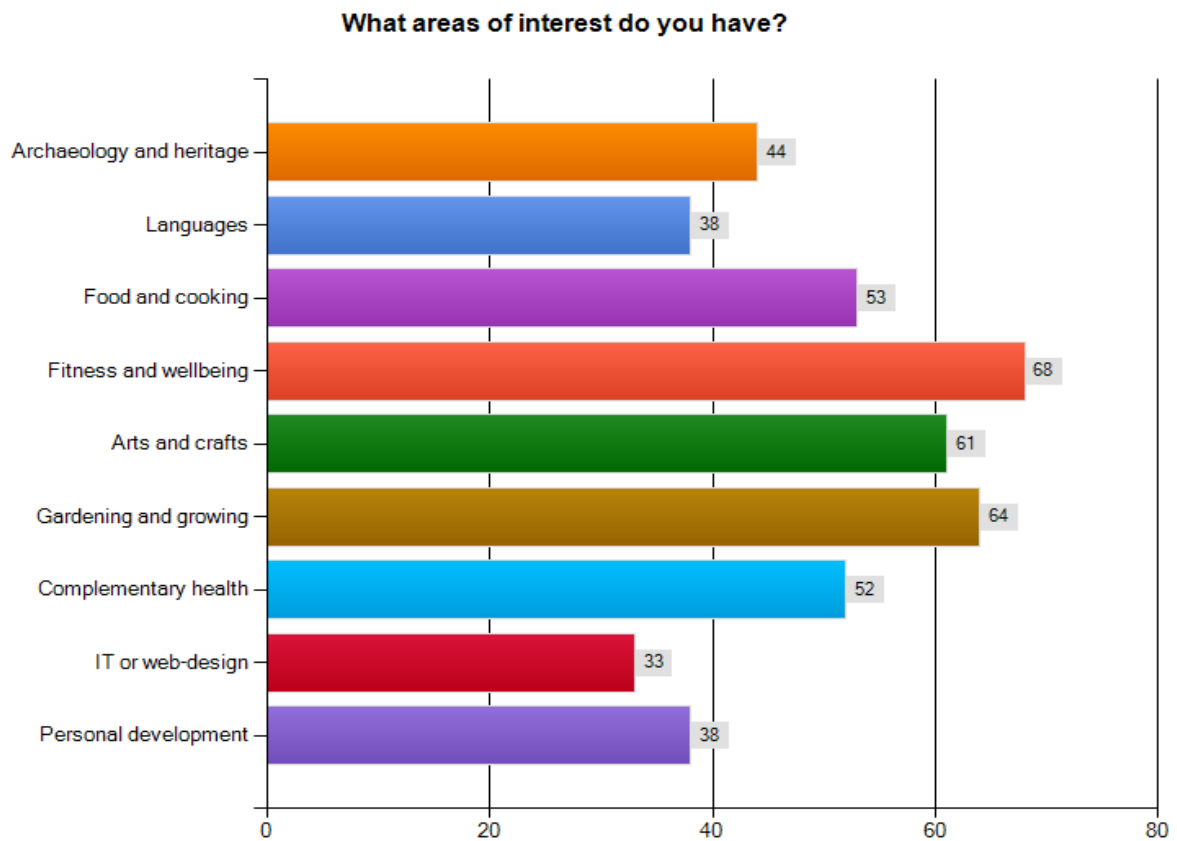
It was acknowledged that spend is difficult to estimate as this would depend on the range of goods actually stocked but respondents estimated their average spend per visit at:

- £5 - £10                      56%
- More than £10              30%
- £3 - £5                        13%
- Up to £3                      1%

The Hub currently offers a range of workshops and classes and the intention is to develop this further. 69 people said they would like to attend workshops, classes and training sessions, with another 37 maybes.

There was interest in all of the potential topics listed in the survey with respondents ticking an average of 4 boxes. There was most interest in workshops and classes in

- fitness and wellbeing
- gardening and growing
- arts and crafts

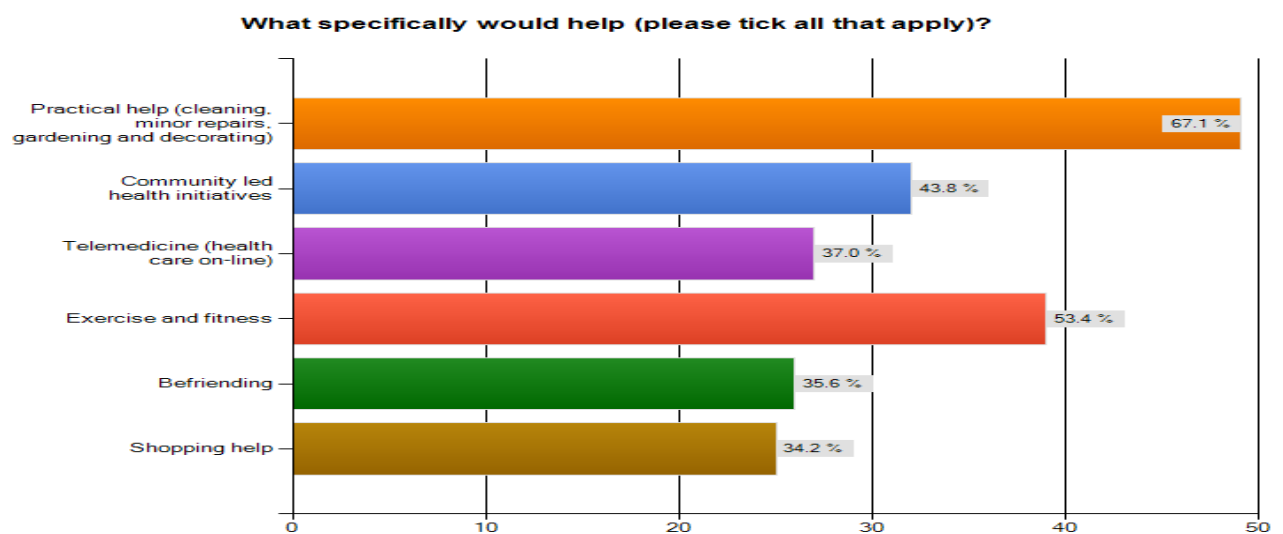


Other suggestions included meditation, Qi Gong, dance classes, local history and video blogging.

The next 2 questions focused on services for older people that could potentially be delivered from or through The Hub.

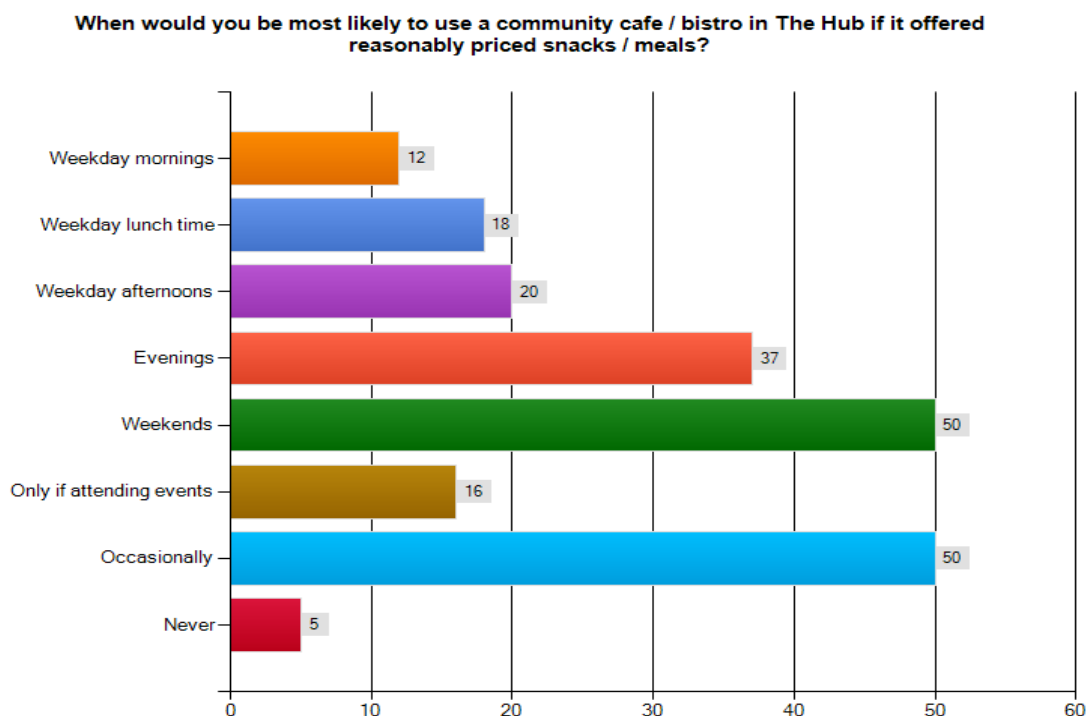
46% believe that better community support would help them to remain in their own homes in the longer term; 37% were not sure whether it would help and only 17% thought that it would not be helpful.

Practical help with cleaning, minor repairs, gardening and decorating was seen as most useful (49 respondents). 39 thought that exercise and fitness activities would be helpful and there was also support for community led health initiatives (32) and tele-medicine (27). More than a third also wanted befriending and shopping help.



Social events are a key element of The Hub's current activities and UEDG intends to offer more of these in the refurbished facility, including a community café or bistro offering reasonably priced snacks and meals.

The survey showed greatest demand for this at weekends and in the evenings, with many people expecting to use it occasionally, rather than on a regular basis:



There were a number of comments on the café/ bistro idea:

*"It would be lovely to have the facility in order to get together with friends, and it wouldn't matter what time. If it was open in the afternoons then people would gather then, similarly in the mornings."*

*"If homemade with local ingredients, I'd use it more often."*

*"It would be nice to come to shop for good food and have a little lunch with neighbours."*

Asked whether they would be more likely to use the café if it had an alcohol licence,

- 26% said "yes"
- 31% said "no"
- 44% "don't mind."

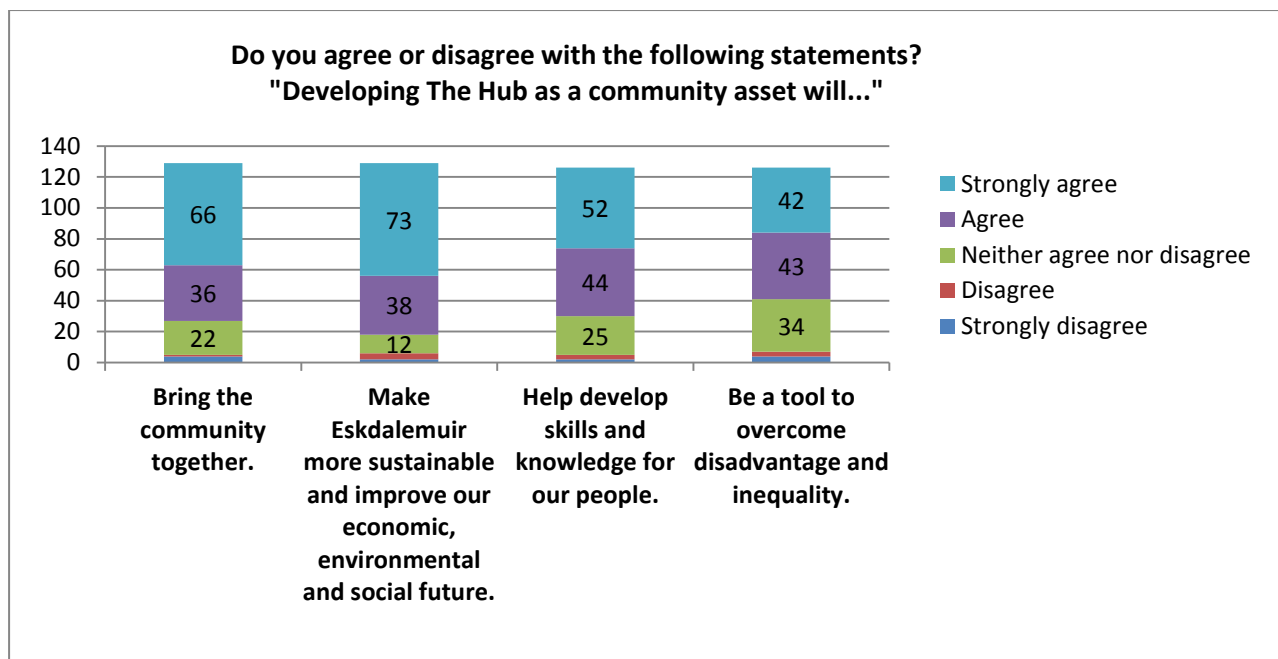
Only one person expressed strong opposition to the idea of having an alcohol licence.

There was strong support for The Hub as a venue for art and cultural events:

- 83% want film nights
- 82% want music concerts
- 80% want plays and shows
- 74% want art exhibitions

There was also some demand for local bands and musicians and open mike nights.

The final question focused on the likely social benefits to the community of the proposed development.



The vast majority either "strongly agreed" or "agreed" that developing The Hub as a community asset would:

- Make Eskdalemuir more sustainable and improve our economic, environmental and social future.
- Bring the community together.
- Help develop the skills and knowledge for our people.
- Be a tool to overcome disadvantage and inequality.

One respondent added this comment:

*"As I have been involved and have attended most of the Hub events, I have seen first-hand how the Hub has brought the community together and see that it is an amazing asset to have in Eskdalemuir."*

The final question asked whether people would be willing to volunteer to help with the development of The Hub.

26 said they would be willing to help to deliver services; 13 would help with fundraising and 12 to serve on the Board. The skills offered, listed in the appendix, are many and varied, covering practical, business and life skills. Not all of those who offered help left contact details but those supplied have been passed to UEDG.

For a full list of comments, please see appendix 2.

## Community Workshop

### Public Meeting

A public meeting was held in the Hub on Wednesday 20<sup>th</sup> June to gather views and opinions from local people about the proposal to develop The Hub. The design of the building has already been agreed so the aim of this meeting was to consider what services and activities should be offered in the revamped Hub and how these services should be delivered.

The meeting was well attended by 35 people representing a broad cross-section of the local community. The meeting was structured to provide feedback on the interim findings of the community survey and allow people to flesh out some of the questions posed in the survey.

The first participative activity was to consider what difference The Hub should aim to make for the community in Eskdalemuir. Everyone was encouraged to move freely between the 3 tables – Aspirations, Opportunities and Challenges – discuss ideas and note their ideas on post-its:-

*Aspirations – What do we want The Hub to do for Eskdalemuir?*

- Wholefood interaction with Loch Arthur
- Local transport
- Housing
- Celebrating yearly festivals
- Joining ESMP hall
- Add The Hub for common good
- That The Hub could be instrumental in creating a community spirit similar to that which existed in villages in days gone by when people came together to celebrate yearly festivals
- Art shows/space
- Working together – no competition between Samye Ling – ESMP hall and Hub
- Aspire that everyone would value The Hub and would love to come
- Education for young
- Educational courses for people
- Not to have to go into a care home
- Hospice possibilities
- Co-operative in the valley – with profit staying in the valley
- Wholefood and organic shop
- Fresh organic fruit and veg.
- ESMP hall and Hub working together to create events
- Job opportunities for the younger generation
- To be able to attract more families and young people to want to live in Eskdalemuir
- Business support
- To provide a bunkhouse
- To provide a sauna
- To provide a café
- A self-sufficient community
- Providing glue to improve sense of community cohesion
- Support local businesses
- Local training
- Job opportunities
- Art/creative space
- Care co-ordination
- Youth club
- Shop
- Help with elderly
- Have thriving and self-supporting activities that go well enough to create jobs

- Educational opportunities focused on local use
- A community of yogis!
- People supporting one another – care, meals. Also, if problem is aging demographic, then a community for young people too might encourage more younger families to move here.
- More young families
- More families, children
- Community harmony
- Affordable housing
- Maybe housing co-op
- Bio diesel plant
- Music/dancing
- Social evenings
- Fitness classes including yoga, tai chi and zumba
- Have a shop selling organic and wholefoods as well as locally produced produce
- Meeting place for families, activities for children

*Opportunities – What services should The Hub provide for the community?*

- Small gymnasium with sauna – to keep our aging population fit; and fitness and yoga centre
- Better local travel connections
- Tourism
- Attract locals
- Surgery in the valley
- Free psychological support (confidential)
- Sauna
- Café
- Community safety
- Vegetable sharing café
- Film nights
- Not around the current legal straitjacket
- Social interaction
- Rented spaces for new businesses
- Accessibility to services
- Meet people
- Support of every demographic in Eskdalemuir
- Employment
- Employment & business
- Regular “pop up” pub (should this be hub?)
- Social events & leisure facilities
- Businesses that help care for people in their own homes
- Enterprise support
- Promoting tourism – putting Eskdalemuir on the map!
- Stimulate job opportunities / social opportunities
- Bringing people’s talents to the fore

- Opportunities to develop the area for work / tourism / footpaths / bridleways
- Make area more family friendly
- Making the area attractive for people to move in!
- Educational opportunities
- Jobs
- Bio diesel

*Challenges – What will be the main barriers to change and development?*

- Getting the whole community involved
- Keeping motivation
- Long term financial sustainability (think of £ last – practical alternatives i.e. finding innovative ways to fund necessary services)
- Overcoming prejudice against The Hub
- We need more people
- Overcoming lethargy! – getting folks to forget any “anti” feeling
- Lack of volunteers
- Overcoming the mentality that services can’t be provided without computers – think power cut!
- People’s communication
- Changes in funding i.e. less funding
- Legal changes, insurances and court actions
- Money
- I’m not sure how many people would use a café day-to-day – events would be fine, but during the day it may be sparse
- Lack of services
- People with time / energy to volunteer
- Poor local infrastructure and high fuel costs
- Getting enough volunteer participation

The next part of the meeting looked at feedback from the survey on specific services and then provided a chance for everyone to consider these in more detail, again in a free-flow format with tables for each activity under consideration allowing discussion and opportunities to note down what services each of the following should provide and suggestions for how this could best be done.

*Community shop*

- It should have daily newspapers as this would bring people into the shop
- Shop opening should coincide with some other activity to ensure some level of custom
- The shop is unlikely to make a profit as it can’t compete with Tesco. It should be seen as a service rather than a commercial enterprise. Produce swap could be viable.
- Local grown produce / meat – Could the shop offer pre order by phone or online? And possibly deliver?
- Shop definitely needs to stock basics – milk, eggs, bread, tea, coffee etc. Quite a few people would also buy alcohol and tobacco.
- I don’t think I’d use a shop very much., However, selling Sunday papers would be great as currently it’s a 30 mile round trip which seems a bit crazy

- Early morning and evening opening to catch people as they commute
- "Specialist" homemade produce – whole foods, organics, dry goods
- Weekend shop and open during events
- Private Eye!
- Some sort of franchise – but on non-perishable goods (tinned, bottled, frozen)
- Necessities – people will go a mile to collect items, otherwise it requires a trip to Tesco
- Should stock wine, meat – online or phone order
- Sunday papers and Danish pastries
- Shop to be set up on a Co-op member basis – if you shop, you put in X hours work
- A swap shop – "Letts system"
- Co-operative shelf – pay for lighting and use of shop but income for co-op.

### *Learning*

- Gardening
- Courses that give employment skills – gardening, IT
- Skills to suit local businesses / internet businesses to aid chance of local employment
- Country crafts
- Local history
- Growing your own veg
- Winemaking
- Self-defence – personal safety awareness
- Photography
- Private and/or workshops – music singing lessons – maybe a couple of evenings and by appointment
- How to paint, carve etc.
- Arts and crafts
- Writing
- Archaeology, geology, dry stone walling, blacksmithing, building, plastering, mechanics
- Local history / crafts
- Painting for leisure
- Learn massage
- Salsa dancing
- French conversation
- Driving
- Jam making
- Music workshops (instrument tuition)

### *Social activities*

- Meals
- Sundry events
- Clubs – table tennis
- Bingo
- Pub quizzes are good fun, but MC must be good
- More films (2)

- Music / drinks
- Horseshoe pit
- Shuffleboard
- Table tennis / snooker competitions
- Better publicity for events
- Lunch club (like at Langholm Day Centre)

#### *Heritage, arts & culture*

- Rhythm and dance
- Scottish country dance
- Foreign films
- Music classes and music group or singing group
- Visiting speakers
- Dancing
- Films (3)
- Displays of local artists and craftsmen/women
- Storytelling
- Heritage Centre – Foyer depicting photos of change in Eskdalemuir, hopefully to include local people
- Art classes (2) & Exhibitions
- Dance classes & performances
- Felting, spinning and weaving
- Basket weaving and sculpting
- Archaeological trail opportunities
- Photographic journal of the area's recent history
- Local history – people who fought in the two wars from the valley
- Archaeology digs, discussion, trips in the valley
- Art exhibitions / local crafts
- Storytelling

#### *Health & wellbeing*

- Perhaps tie-ins with Samye Ling e.g. relaxation classes
- Blood tests – quite a few people need regular blood tests, and need to travel long distances
- Fully equipped gym (2) – cross trainers etc.
- Health worker, advice on diet
- Possibly cooking “healthy meals” classes
- Complementary therapies
- Subsidised yoga for older people
- We need some medical services here – the medics only see difficulties
- Police outreach office
- GP / Locum services / regular doctor
- NHS services – foot care, diabetic clinics etc.
- Community services – CAB advice, talks etc.

- Make use of university / college placement opportunities – social work, physiotherapy/occupational therapy, community development workers
- Women's well health clinic
- Preventative check-ups & inoculations
- Exercise facility – sauna
- Reliable people for caring
- Place to collect prescriptions – Dalstons – get them to deliver
- Leisure Centre – sauna, steam room, Jacuzzi etc.
- NVQ Care training
- Pick-up blood from blood van – co-ordination from Langholm and Lockerbie

#### *Support for older people*

- Zimmer frames! A sarcastic comment but it was suggested that The Hub could be a base for provision of mobility aids and other equipment locally
- Handyman to provide services using The Hub as an outreach base
- Aspirational workshops – aging can be difficult
- Inventory of services so that older people can find out what's available and how to access them.
- Gymnasium & sauna to keep them old bones healthy and moving

#### *Other services*

- Credit Union
- Use the Hub as a scenic venue for alternative weddings e.g. as they do at Loch Lomond. This would be a good money maker
- Free confidential, psychological support – counselling
- Community car share schemes

## Focus Group

The group discussed what their top priorities would be for a shop to sell.

The two top priorities for the group would be organic produce which you cannot get in Tesco and the daily basics such as milk, eggs and butter, if possible all locally sourced.

The group suggested that the shop could also have an internet element to it so that people could shop online. Items would be ordered to the shop and locals could pick things up from the shop. This could include e-veggie boxes.

There was an interest in Suma Co-op produce and it was suggested that items could be ordered and shared out at The Hub. There are currently believed to be 5 groups ordering separately in the valley so there would be benefits, both logistical and economic, to having a single point of contact for deliveries.

Green City and Pioneer deliver to the Samye Ling Centre on a weekly basis and it was suggested that they could also deliver to the shop.

The Co-op Society delivers a full range of goods, including white goods like washing machines etc. on the Isle of Skye, and it was suggested that this was something which could be looked into.

Links could be made with the farmers markets in Lockerbie and Langholm.

The group discussed whether there would be enough people to volunteer and staff the shop. There was concern that there were not enough people and that relying on volunteers was not sustainable. The group needs to get a clear idea of the number of hours it would take to staff a shop. It also needs someone to take responsibility for scheduling the rota.

The group discussed whether the purpose of the shop was as a social enterprise or a service. Ideally, they thought, a social enterprise which would be an advantage to the community, provide environmental benefits of less fuel being used to commute into Lockerbie, create sustainable employment and generate income to support the running of The Hub. It was recognised though that the shop on its own is unlikely to generate significant levels of income.

It was suggested that a café, a shop and a supply kitchen could be brought together and a salaried post could be created who would train and manage volunteers.

It was suggested that a gourmet evening could be held once a month and the shop could be opened at the same time. There are currently coffee mornings held on the first Friday of every month and it has been demonstrated that things can be sold at these coffee mornings.

The shop could also be opened when people will be going past it, for example, in the mornings when people are going to work and at school-run time i.e. hours that suits local needs rather than trying to staff a shop with volunteers for "normal" shop hours.

It was suggested that papers could be printed under licence in Eskdalemuir if a high quality printer was bought. The group also discussed the idea of papers arriving on the school bus. The group thought that people from the Samye Ling Centre would come to Eskdalemuir to buy papers. People could be asked to order papers in advance.

The group thought it would be good to have post office facilities in the shop, such as stamps.

The group discussed whether the shop would sell alcohol and tobacco. It was suggested that it might only be possible to have fresh produce on market days.

The service aspect of the shop would have to ride on the back of something that is going to make money. It was suggested that there could be lots of steady income streams. Money could be made from arts and theatre events. There can be a lot of idealism about what a community is and that can create disappointment. There needs to be a niche to bring people to the area. A big spend item such as the alternative wedding market.

It is key that the service becomes so valuable to the community that people are willing to give their time and donations to the cause. There can be some defensiveness in the community around volunteering. People are worried that they will get roped into volunteering regularly.

## Local Agency & Stakeholder Feedback

### **Dumfries & Galloway Council, Community and Customer Services**

The interviewee is the service manager responsible for the Area Framework and for Community Learning & Development.

Eskdalemuir is a small but very pro-active community, helped by the presence of the Samye Ling Centre which is the biggest community enterprise in Dumfries & Galloway.

UEDG's main strength is the social capital it is harnessing and creating in Eskdalemuir. The Board has a lot of slightly alternative skills and are a very open-minded group which could be quite forward looking. Having young people on the staff also gives the group another perspective.

The one issue with UEDG is that the project is seen purely as operating in an area with limited socio-economic need and low levels of economic deprivation. He feels it should look wider than its own immediate area. It would be an even more valuable project if it used the social capital that it is building up to assist other neighbouring areas that do not have this capacity. It was suggested that it might also be worth linking in with the Langholm Initiative or with Dr. Geoff Fagan of the CADISPA project around rural community needs<sup>1</sup>. It could have a role as part of a third sector conglomerate, which would offer greater development potential.

#### *Potential opportunity*

His role also involves working with the Local Area Group on helping children who are having problems with school. Currently most of these young people are referred to initiatives like equine-assisted therapy or Get Hooked on Fishing, some outwith the region. The cost to the Council is significant and the value of some of these interventions is in doubt. UEDG has a volunteer pool that includes a number of people with expertise in therapy and group work skills so the possibility has been mooted of utilising these skills to offer a service to this group of young people, in conjunction with the Samye Ling Centre which can provide work opportunities in the café, the gardens, herb drying, etc.

Initial approaches to the Abbot have shown a willingness to be involved in this scheme. The main challenge is around Child Protection legislative requirements; in practical terms it would be difficult to carry out disclosures on 100 monks in a community with a transient population. There may be a role for UEDG in this providing services, and acting as a conduit to the Samye Ling Centre.

This would be a good linkage, benefiting the young people from across Annandale & Eskdale (maybe the whole of Dumfries and Galloway), D&G Council, Samye Ling and UEDG. A meeting is to be arranged with UEDG, CLD and Social Work to scope out the potential for this idea. It is still at the initial stages with a lot of negotiations to convince the range of Council stakeholders that would be involved before it reaches the stage of possible commissioning.

His department can offer support and advice and help to forge links with other groups, as in the young persons' initiative.

#### **Dumfries & Galloway Council, Social Work Services**

He attended meetings last year at Eskdalemuir around social services provision and was impressed by the "can do" attitude displayed by the local community. There is currently a lot of activity and joint discussion with a range of agencies around service provision for older people.

A hub approach is being piloted with one initiative focussing on Langholm and the immediate area in an attempt to integrate the services being provided by the day hospital, the day centre, the care home and care at home. The aim is to use a single base (possibly the Thomas Hope Hospital) as the fulcrum around which other activity will revolve. This hub model is seen as the way to go for future delivery of services, given the demographic changes that will be faced by Dumfries & Galloway over the next 20 years, which will result in a huge increase in numbers of over 75s.

The model is being tested in Dumfries as an urban hub and in Langholm as a semi-rural hub. Eskdalemuir would be a genuinely rural hub so might possibly be a base for a future hub.

John Alexander is the key contact for this as he would be able to bring in others as appropriate, including Judith Procter of Health & Social Care.

---

<sup>1</sup> It should be noted here that this is already happening.

## **Langholm Medical Partnership**

The Practice Manager spoke to the GPs in the practice and fed back their thoughts. Dr. Mark Phillips is part of the group involved in the "Putting You First" programme, which Eskdalemuir Hub representatives are also involved in.

The doctors see the benefit of tele-health services for isolated communities but have some reservations about it, particularly in relation to older people, mainly because of the value and benefits of seeing the patient face-to-face.

There could be value in The Hub setting up a prescription co-ordination service as this would save transport costs for local people. It was suggested that The Hub could be responsible for gathering prescriptions, ordering what is needed from the surgery, collecting the order from the chemist in Langholm and delivering the prescriptions locally.

### **Putting You First (PYF) Project Manager**

Kieran is currently managing projects for Community Health development in Annan and Langholm, development of specialist care of the elderly within Dumfries & Galloway, Living well with dementia, Langholm and Eskdale - the Way Forward and Change Fund LTCs Self-Management Programme Dumfries & Galloway.

She is well acquainted with the Hub in Eskdalemuir which has fantastic local support from a strong-spirited community. It is quite remote and many older, long-term residents are quite used to doing without in terms of services. This should not be the case for health services. She is inspired by The Hub's holistic approach to health, both for the individual and for the community. This holistic approach is often not available to those from rural communities and, although their medical health needs are being met, the lack of access to services means that for many, their emotional wellbeing is not even being considered.

Putting You First is the mechanism for delivering the Change Programme in Dumfries & Galloway supported by money from the Change & Innovation Fund, specifically targeted at the care needs of those aged 75+ and their carers. Applications for this are expected to use innovative ways to work differently to deliver better services using a joined-up approach with partners from all sectors.

For those who are unwell or distressed, the remoteness of Eskdalemuir makes it hard to access services. The Hub is well placed to deliver person-centred services closer to home; the range of health and wellbeing services that it can offer depends on what can logistically and realistically be provided on an on-going basis but there are definite opportunities to link in with PYF initiatives. She knows that The Hub is keen on tele-medicine which is well used in other areas around Britain with a positive response from service users. It is not seen as a replacement for a face-to-face consultation where a diagnosis or specialist consultation is required but could replace long trips to Dumfries, Glasgow or Edinburgh for follow-up appointments with consultants to check up on progress. A video-conferencing facility is being developed at the Thomas Hope Hospital in Langholm to pilot this in D&G. The equipment has just been installed and the plan of use is being developed. The aim is to link this to local communities such as Eskdalemuir and The Hub would be the ideal link. The Langholm Initiative and Cadispa are working on this.

Another area being explored is the use of community hubs for remote health monitoring e.g. for people living with conditions like diabetes. The aim would be for patients to use home or community based equipment linked to a health monitoring so that an alert system and response is triggered when required, possibly building on the Council's Tele-care service.

The Project Management Plan also looks at:-

- health and wellbeing for carers, barriers to accessing services and identifying hidden carers.
- providing basic foot care via podiatry services but done by volunteers

- help for the hard of hearing, again using volunteers
- community transport using existing taxis and community minibuses.

There are likely to be a lot of opportunities for The Hub to become involved as part of a region-wide collective approach to addressing future healthcare needs of the aging population.

### **Community Health Development Worker, NHS**

The interviewee knows the Development group and has been in contact with them. She's been to the hub and thinks it is a good resource - it's a very friendly place but needs some development. She noted that the Hub is being developed for the community rather than being turned into houses and thinks developing it is a sound idea for the community.

She noted that the Group has good communication with the community egg through Facebook and they try to offer something for everybody. However, previously, she has tried to run Cooking Skills and Personal Development courses but has had to cancel them due to lack of numbers which is an issue in a small rural area particularly one where people may not be as skill deprived as other communities. She made some suggestions for activities and services in the future;

- People in Eskdalemuir are very aware of environmental factors so she suggested a community garden and growing area and teaching people gardening / growing skills
- Encouraging more gentle exercise, like Tai Chi and Boccia.
- She knows that Nick is on the Thomas Hope Development Group which is looking at the health agenda – they are exploring telemedicine and video conferencing so local people wouldn't have to travel through to Langham or elsewhere. She believes that a consulting room would be worth it – it could be used for alternative therapists such as reiki, a physio, podiatrist etc.
- Youth club would be a positive development

### **Coordinator, Meals on Wheels & Good Neighbour Project, WRVS**

The Good Neighbour Project is run using volunteers to help transport older people to and from appointments, (clinic, hairdressing etc.) and provide Befriending services (help people with shopping).

Meals on Wheels and the Good Neighbour Project are not currently operating in Eskdalemuir- they have no clients or volunteers there but is something they'd be interested in doing and they have LEADER money to roll this out across the area. She also noted they could use the Hub to promote the service and recruit volunteers and use meeting space for volunteer meetings once the service was established.

She would like to see the Hub provide social opportunities for elderly people such as a weekly lunch club (similar to one run in nearby Moffat).

### **Film Officer, Dumfries and Galloway Council**

As the Film Officer for the region, the interviewee's remit is to run films in the town and outlying areas and offer light touch support to community groups wishing to run film nights.

Initially a film festival was hosted and her budget funded licenses for a couple of films and for some equipment. UEDG has attended the D & G Exhibitors Network which meets three times a year. The network exists to bring together to share learning, best practice, advice, moral support.

The interviewee's feeling is that cinema in rural areas can be great, but also problematic. Her advice is to;

- Put on community events which include films but not to try to make it an exclusive cinema event. The equipment can be expensive (circa £80K) so it is important to think about having for example, a themed evening, a meal or a talk linked to a film. The Isle of Whithorn (on the most Southerly tip

of D & G) is an example of where this has been successful. They have about 300 residents in the village but successfully pull in audiences from further afield and they show about 10 films a year.

- Go modestly and grow carefully.

In terms of support, the interviewee can help by;

- Providing a further introduction the D & G Exhibitors Network
- Providing 1 to 1 advice, film sourcing and signposting
- Involvement in the Film Festival (but this is dependent on raising the funds to hold the festival)

Funders;

- Regional Screen Scotland
- The Area Committee
- Following the collapse of DGAA last year, the Council has stepped in and wants to look at funding arts venues through hubs (total of £180k pa). There are 5 designated hub areas, of which Annandale and Eskdale is one. They are undertaking a consultation process and scoping this out so it's still very much in the early stages.
- Other initiatives include looking at a region wide ticketing system that UEDG may be able to sell their tickets through.

### **Community Learning and Development Worker, Dumfries and Galloway Council**

The interviewee took the CLD post in 2003 for Langholm and the surrounding area and became involved with the UEDG early on. She was involved with the group when they were looking to take on the school as a community asset and would attend fortnightly meetings to act as a link between the group and the council. She sees that the strengths of the community are that there are a lot of 'community activists' – people with the skills who are interested to use them to enhance the community. A lot of the people have an interest in the arts- "so creativity itself is a real asset that can be harnessed."

Drawbacks of the community are that there can be a slight division between those people who are active and others who choose to live here because it is quiet and peaceful with very little activity. The remoteness of Eskdalemuir is an attraction and some people don't want that threatened.

Outward migration is a key issue by people seeking employment elsewhere. This is particularly a problem for young people and she believes that the project should need consider employment and self-employment options for young people.

She believes that learners' needs are not well met in the community and CLD would like to be involved in changing that.

She feels that the Hub is an excellent asset with potential to be multipurpose. The land around it is also an asset and its central location is very useful.

Its drawbacks are the lack of parking facilities which will need to be addressed if more people start using the Hub.

She is keen to arrange training and learning sessions and to hold learning events, the department would need a minimum of 6-8 learners. A smartboard, projector and a conferencing link to link up with learners in other areas, plus tea and coffee facilities, somewhere for lunch / a kitchen would be ideal. The Council pays about £10 per hour for space. Some examples of courses that could be offered are; self-confidence, routes to employment, and First Aid courses for local businesses.

There's no dedicated youth worker in the area but there is the XCEL project which covers Eskdalemuir and employs a full time worker<sup>2</sup>.

Other suggestions;

- A café for passing tourists
- The Hub could provide accommodation for a young persons' alternative curriculum
- Community shop that sells local goods but also local produce to local people
- The Hub could act as a dropping off point for food shopping. The nearest supermarket is Tecos in Lockerbie which charges a £5 delivery – locals could club together and pay one charge of £5 only.
- Arts activities and shows given the creativity within the local population
- Visiting surgeries for outreach work
- A tourism information point
- Space to rent for private functions
- Space to rent for local businesses and social enterprises
- Space for general community activity such as toddler groups

### **Youth Worker, XCEL**

The XCEL Project is based in Langholm but covers the whole of Eskdale. It started in 2005 through an award from the Rural Challenge Fund. It aims to provide opportunities for young people aged between 8-18. The activities it offers range from youth clubs, music events, holiday programmes, cinema and sports coaching.

The interviewee finds it fairly easy to engage with the young people but often it's the same young people coming along to things and they need to widen their reach, particularly amongst the older young people. The Holiday programmes and the Youth Club P4-P7 (for about 30 children) are the most popular things.

Currently the project doesn't engage with any young people in Eskdalemuir and one attempt to set up a club did not attract large numbers. The interviewee offered support to develop a youth agenda in the area when the community approached him and with a plan.

Some further suggestions to the group were;

- Consider the ages of the children to see what would be most appropriate. Numbers of children are really small so it is probably not worth having a dedicated youth space.
- Similar to Langholm, UEDG could have a youth 'space' that could be set up (including a youth information centre with a computer to access info on sexual health or career opportunities, a TV, an Xbox and somewhere to "chill out" and not be disturbed).
- As a facility, the Hub has a lot of potential but there's no outdoor play area. If the young people are mostly boys, active physical space is important
- Youth facilities may also need to include "young tourists" if the hub is attracting more outsiders.

---

<sup>2</sup> UEDG have already made links with this initiative

## **Partnership Planning Officer, Dumfries and Galloway Council**

The interviewee noted that crucial missing services in the area were;

- Medical services – it's an isolated area and people have to travel too far
- Transport – there's the Annan Transport Initiative but service to Eskdalemuir is poor
- Information Services – crucial for people to know what's going on otherwise services fail.

She believes that this model of a hub is very positive and is involved in potential Hubs in other area.

## **Discovering Dumfries and Galloway's Past, Glasgow University**

The 'Discovering Dumfries and Galloway's Past' project is a community archaeology project which will train local people to undertake and interpret their own archaeological surveys in an attempt to build up a more detailed picture of the area's history.

The project, run by University of Glasgow archaeologists, will allow members of the public to use geophysics to carry out their own surveys and download the information onto a computer onsite so that the results are instantly available for interpretation and sharing with a wider audience via the project's website. The hope is that, by informing people how to conduct and analyse their own geophysical explorations, the team will be able to build up a more detailed picture of Dumfries and Galloway's archaeological past, revealing more information on existing archaeological sites as well as locating new ones.

The project is a pilot which runs until February 2012, jointly funded by the Scottish Government and The European Community, Dumfries and Galloway LEADER 2007-2013; The Crichton Foundation and The University of Glasgow. The aim of the pilot is to build up a working methodology and evidence of local interest and engagement to support a funding application to roll out the full project for a further 3 years.

One of the challenges with the sites is that there are no surviving remains above ground so it is difficult to make them accessible and interesting to visitors. The use of geophysics is non-invasive i.e. no digging and one of the aims of the project is to make use of different technologies such as smart phones and QR codes to allow people to access information on an opt-in basis, rather than using interpretation boards. This has been tried successfully in similar projects in the Highlands.

The choice of sites for survey is to be driven by local people, with archaeologists providing guidance on what is possible within the time available rather than dictating which sites to survey.

Under the pilot project there will be 7 events in the autumn followed by focus groups and feedback sessions over the winter. A variety of formats will be trialled – drop in and join in sessions; pre-booked longer sessions; talks by experts; work with local schools; combinations of these.

The project aims to reach beyond those who would normally volunteer for this type of project and engage with people not currently involved in archaeology and heritage. The targets under the LEADER funding are to engage with certain groups:-

- Under 25s – 40 male and 40 female
- Over 25s – 30 male and 30 female
- Over 60s – 30 people
- Farming community – 10 people
- Micro businesses – as part of the focus group research

One of the workshops is to be held at Eskdalemuir. This will be a good opportunity to test local interest and to look at how to get the local community involved and also to draw attention to the wider landscape, not just the existing heritage sites visible above ground.

His advice to UEDG is to form links with other local groups already involved in archaeology and heritage trails e.g. Eskdale and Liddesdale Archaeology Society (one of the members is on the steering group for Discovering Dumfries and Galloway's Past). Dr. Tom Kennedy, also part of this society, has previously been involved in developing the prehistoric trails in the area and may have ideas on how these could be better marketed to bring them to a wider potential market. Similar work in the Highlands has shown that people will come to remote locations and enjoy being out in the landscape if they are aware of what is on offer. The Langholm Walking Festival is another key link as it includes a number of heritage walks.

Giles is keen to make stronger links with UEDG and is keen to run workshops in Eskdalemuir. He is unable to make more specific commitments at this time as this is only a pilot project which has yet to secure its own future beyond next February. Once this has been done, he will be keen to explore further opportunities.

Contact details: Giles Carey, based at Glasgow University's Dumfries Campus.

Email: [giles.carey@glasgow.ac.uk](mailto:giles.carey@glasgow.ac.uk). Telephone: 01387 702056

<http://discoveringdgpast.wordpress.com>

# 03 Commercial Research

## Overview

The hub at Eskdalemuir has been founded on social enterprise principles since the start. As a result there is already income being generated and the community is used to a charging culture that will ensure the facility is sustained long term. This section sets out a range of mini feasibility studies that identify the best route to income generation long term. In summary, there is no one source of financial security. Rather in such a small community diversification is the key.

## Community Café and Catering

### Demand

The community survey shows that;

83% of survey respondents (the highest response) currently use the Hub for social events and meals.

There is high demand for a social space (café / bistro) in the village. The community survey found that 73% of respondents would like to see this facility within a newly developed Hub.

The survey showed greatest demand for this at weekends and in the evenings, with many people expecting to use it occasionally, rather than on a regular basis:

There are currently no pubs, bars, cafes or restaurants in Eskdalemuir. The nearest catering outlet to the village lies approximately 3 miles away in Samye Ling, the Tibetan Buddhist Centre, though this is a very basic outlet. The Tea Room there is open seven days a week and serves basic food and refreshments for visitors and residents. For religious reasons, neither alcohol or meat is served on the premises. The nearest pub is some 20 miles away.

### Challenges

Although demand for catering / café services in the area is high with little else on offer, there are several drawbacks to a catering initiative at the Hub. These are;

- the remote locality of the Hub (though this could be an attractor to visitors looking for an attractive rural location for Sunday lunch)
- lack of public transport
- the small, immediate population
- low levels of through traffic and passing tourist trade
- potentially inaccessible roads during winter (leading to seasonal dips)
- Minimal parking spaces outside the building

### Options

Despite these challenges, The Hub has the potential to offer a variety of catering services to satisfy local demand and by offering a comprehensive catering service, whereby services are complementary to one another, both social and economic benefit may be achieved. The following table summarises the potential benefits and drawbacks of proposed services.

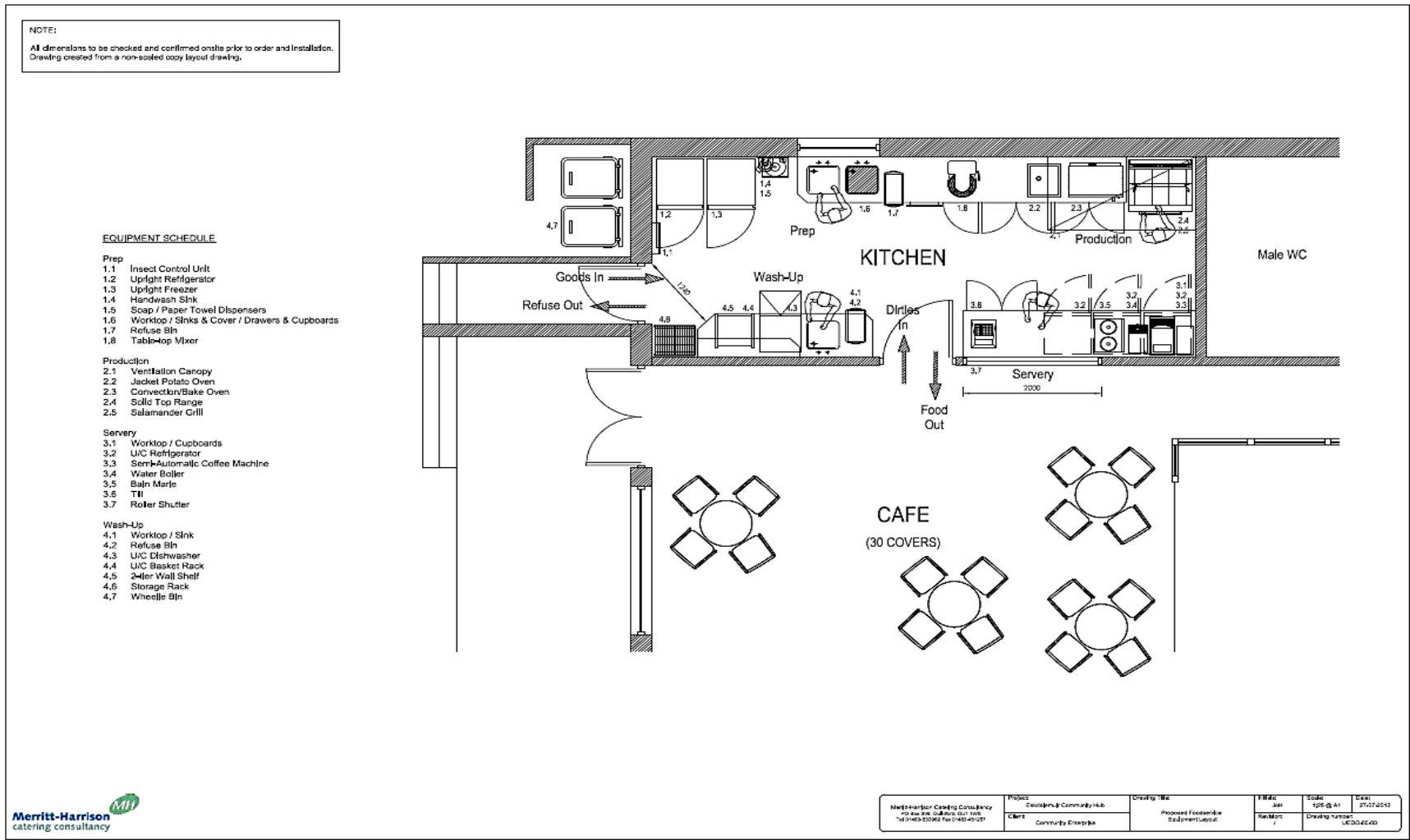
Part time community café (4 days per week)	
Benefits	Drawbacks
<ul style="list-style-type: none"> <li>• Provides social space for community members, which does not currently exist. Can be used by all local community as well as visitors</li> <li>• Accords to current space allocation</li> <li>• Good synergy with community shop – opportunities to share purchasing; cross-selling opportunities</li> <li>• Provides catering for those involved in activities in the Hub</li> <li>• Potential to be partly volunteer run</li> <li>• Potential to explore café as a training facility to provide opportunities to local young/unemployed people and may appeal to funders</li> <li>• Provides Wi-Fi access to those in the community who may not otherwise have it</li> <li>• Income generation potential</li> <li>• Good synergy with lunch club – opportunity to develop core menus</li> </ul>	<ul style="list-style-type: none"> <li>• Requires sufficient activity elsewhere in the Hub to attract customers</li> <li>• Reliance on volunteer input to reduce staff costs</li> <li>• Part time opening will impact on wastage and accordingly gross profit potential</li> <li>• Element of catering staff and management costs</li> <li>• Likely to be low spend: coffee and snacks</li> </ul>
<p><i>Economic Benefit: Medium      Social benefit: High</i></p>	
Production kitchen to support internal and external events	
Benefits	Drawbacks
<ul style="list-style-type: none"> <li>• Provides an income for the Hub</li> <li>• Would support a lively programme of events to take place within the Hub (live streaming of concerts and sporting events, film nights and others);</li> </ul>	<ul style="list-style-type: none"> <li>• Requires café to be closed for function catering preparation, service and clear up</li> <li>• Requires more space than is currently allocated on the floor plan</li> </ul>

<p>however frequency of these likely to be around one per month</p> <ul style="list-style-type: none"> <li>• Could provide employment/training opportunities locally</li> </ul>	<p>(utilising plant room)</p> <ul style="list-style-type: none"> <li>• Potential conflict between users</li> </ul>
<p><b><i>Economic Benefit: High      Social benefit: Low</i></b></p>	
<p><b>Pop up Pub (to be provided at least weekly and at events)</b></p>	
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Provides social space for community members, which does not currently exist (nearest pub approximately 20 miles away). Pubs are often the 'heart' of a rural community</li> <li>• Good synergy with running a commercial kitchen for events and providing a lively and appealing events programme</li> <li>• Provides an income for the Hub</li> <li>• UEDG have experience of running this facility to good effect already</li> </ul>	<p><b>Drawbacks</b></p> <ul style="list-style-type: none"> <li>• Will require a premises licence as opposed to current occasional licence arrangements</li> <li>• May impact on space configuration</li> <li>• Pub atmosphere may alienate certain elements of the community (design will need to take account of this)</li> <li>• Requires locked storage and security measures; recommend limiting to bottled beers and wine</li> <li>• Licensing training required for staff; unlikely to be supported by volunteer workforce and will require paid staff</li> </ul>
<p><b><i>Economic Benefit: High      Social Benefit: High</i></b></p>	
<p><b>Weekend Brunch (newspapers, Wi-Fi) / Traditional Sunday Lunch (with Pub feel)</b></p>	
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Provides an income for the Hub</li> <li>• Good synergy with pop up pub and community café</li> <li>• Provides a 'heart' for the community in the absence of a traditional pub</li> <li>• Provides intergenerational 'coming together' including families, the</li> </ul>	<p><b>Drawbacks</b></p> <ul style="list-style-type: none"> <li>• Needs to become a 'destination' to attract sufficient numbers</li> <li>• Needs to become established</li> </ul>

elderly etc. <ul style="list-style-type: none"> <li>• Opportunity to promote other community activities and events</li> </ul>	
<i><b>Economic Benefit: Medium      Social Benefit: High</b></i>	
<b>Lunch Club for the Elderly (once per week)</b>	
<b>Benefits</b>	<b>Drawbacks</b>
<ul style="list-style-type: none"> <li>• Matches needs of elderly population</li> <li>• Good fit with community café/ Sunday Lunch (see Birnam Arts Centre who offer 'seniors' lunch', i.e. core lunch menu at discounted price)</li> <li>• No additional space required</li> </ul>	<ul style="list-style-type: none"> <li>• Requires balance of use for various members of community</li> </ul>
<i><b>Economic Benefit: Low      Social Benefit: High</b></i>	
<b>Bakery</b>	
<b>Benefits</b>	<b>Drawbacks</b>
<ul style="list-style-type: none"> <li>• Good synergy with community shop and café (providing baked goods)</li> <li>• Potential for classes – although uptake would have to be established and classes may be infrequent</li> <li>• Therapeutic activity</li> </ul>	<ul style="list-style-type: none"> <li>• Level of sales would be low against space/equipment investment needed</li> <li>• Bakery product costs rising and market price falling; extremely competitive market</li> <li>• Significant space required – plant room and potentially other space would need to be converted to accommodate full bakery</li> </ul>
<i><b>Income generation: Low      Social benefit: Low</b></i>	

# Layout

Space allocation is limited. The following plan represents the best use of the area available in the Hub, re-using as much equipment as possible and keeping the space flexible for different users.



The following should be noted;

- Under-counter cupboards have been included for storage (which can be lockable if required)
- Maximum space has been allocated for refrigeration. Upright refrigeration units are for unprepared products. Under-counter units at the servery are for prepared sandwiches and snacks etc. during service. The under-counter refrigeration units would also be suitable for events/bars etc.
- An extract & supply air ventilation canopy is required over the cooking equipment, and we have located it on the back wall to assist with a direct exit and keep mechanical and electrical costs down.
- At present, space for bakery classes and production is inadequate. As a compromise, the café area/tables could be used for the class and the baking then undertaken in the oven in the kitchen. There is insufficient space at present to include the floor-standing mixer.

## Costs

The overall budget does have some flexibility. The coffee machine could be a loan/contract item and the dishwasher specification could be reduced. Reducing the refrigeration specification would be inadvisable, as this is often counter-productive with replacements being required within a fairly short space of time. Another budget saving would be to have the under-counter areas below the worktops as open shelving rather than cupboards and drawers.

Following is a note of the equipment schedule and related costs.

The next stage in design would be to complete service layout drawings, a written specification and elevation drawings.

**PROVISIONAL INFORMATION FOR PLANNING PURPOSES ONLY**

Item No	Description	Quantity	Manufacturer	Model	Budget Cost
	<b>Prep</b>				
1.1	Insect Control Unit	1	P&L	EX30	£60.00
1.2	Upright Refrigerator	1	Foster Refrigerator	EcoPro G2 EP700H	£1,350.00
1.3	Upright Freezer	1	Foster Refrigerator	EcoPro G2 EP700L	£1,650.00
1.4	Handwash Sink	1	Mechline	WS2	£85.00
1.5	Soap / Paper Towel Dispenser	1	..	..	By Others
1.6	Worktop / Sinks & Cover / Drawers & Cupboards	1	Custom Fabrication	Bespoke	£4,000.00
1.7	Refuse Bin	1	Rubbermaid	3751	£40.00
1.8	Table-top Mixer	1	TBC	TBC	Existing Item
	<b>Production</b>				
2.1	Ventilation Canopy	1	HMA Ventilation Ltd	Bespoke	£2,500.00
2.2	Jacket Potato Oven	1	TBC	TBC	Existing Item
2.3	Convection/Bake Oven	1	Falcon	Bake Oven 20	Existing Item
2.4	Solid Top Range	1	Falcon	Dominator	Existing Item
2.5	Salamander Grill	1	Falcon	Steakhouse Grill	Existing Item
	<b>Servery</b>				
3.1	Worktop / Cupboards	1	Custom Fabrication	Bespoke	£2,500.00
3.2	U/C Refrigerator	3	Foster Refrigerator	HR150	£2,100.00
3.3	Semi-Automatic Coffee Machine	1	La Cimbali	M1 Milk PS/11 & Frigomilk	£5,870.00
3.4	Water Boiler	1	Burco	AFCT10	£380.00
3.5	Bain Marie	1	Lincat	2pot	Existing Item
3.6	Till	1	..	..	By Others
3.7	Roller Shutter	1	..	..	By Others
	<b>Wash-Up</b>				
4.1	Worktop / Sink	1	Custom Fabrication	Bespoke	£1,500.00
4.2	Refuse Bin	1	Rubbermaid	3751	£40.00
4.3	U/C Dishwasher	1	Hobart UK	FX400S-70N	£3,500.00
4.4	U/C Basket Rack	1	Custom Fabrication	Bespoke	Included with 4.1
4.5	2-tier Wall Shelf	1	Custom Fabrication	Bespoke	£650.00
4.6	Storage Rack	1	EAIS	EZ Shelving	£200.00
4.7	Wheelie Bin	2	..	..	By Others
Equipment Sub-Total					£26,425.00
Delivery & Installation @ 10%					£2,642.50
					<b>£29,067.50</b>

## Financial projections and strategy development

The following cash flow forecast is not detailed but reflects the various elements under discussion. Given the remote nature of the facility, it is challenging to assess demand and it is likely that initial uptake will be slow until the location is established. The forecasts for the pop up pub are based on the discussion with UEDG, as this appears to be a popular feature of Hub activity. However, the other elements are estimates and may well be ambitious, given the location.

The service will be heavily dependent on volunteer labour. If this is not forthcoming, this will then impact on running costs. It is suggested a full time catering manager be employed to supervise the operation, certainly in the initial stages and particularly if UEDG are keen to operate the variety of elements discussed (pub, café, events), as this may well be a complex mix.

Should the catering / café element be explored further, the development of a detailed cost and sales analysis and staffing model to fully review likely costs and income is recommended.

This will be adapted and absorbed into the cash flow projections in the full business plan.

<b>UEDG</b>														
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>	<b>Note</b>
<b>INCOME</b>														
<b>Grants / Contracts</b>														
Grant funding for project costs	10,000					10,000							<b>20,000</b>	6
<b>Café</b>														
Community café	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	<b>20,004</b>	7
Pop up pub	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	<b>24,000</b>	8
Function catering internal	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	<b>14,400</b>	9
External hire/commercial use	200	200	200	200	200	200	200	200	200	200	200	200	<b>2,400</b>	10
Weekend brunch/Sunday lunch	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	<b>16,992</b>	11
Lunch club	300	300	300	300	300	300	300	300	300	300	300	300	<b>3,600</b>	12
Bakery classes	50	50	50	50	50	50	50	50	50	50	50	50	<b>600</b>	13
<b>TOTAL INCOME</b>	<b>16,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>16,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>6,833</b>	<b>101,996</b>	19
<b>EXPENDITURE</b>														
<b>Café Costs</b>														
Catering Manager	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	<b>24,888</b>	14
Sessional kitchen assistants (café)	400	400	400	400	400	400	400	400	400	400	400	400	<b>4,800</b>	15
Weekend/evening staff (pub/brunch/lunch)	350	350	350	350	350	350	350	350	350	350	350	350	<b>4,200</b>	16
Food purchases (40%)	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	<b>31,598</b>	
Waste (4%)	150	150	150	150	150	150	150	150	150	150	150	150	<b>1,800</b>	
Cleaning and grease removal	0	25	56	25	25	56	25	25	56	25	25	56	<b>399</b>	
Pest control	0	0	0	0	250	0	0	0	0	0	0	0	<b>250</b>	
Equipment on lease	60	60	60	60	60	60	60	60	60	60	60	60	<b>720</b>	17
Equipment maintenance	200	200	200	200	200	200	200	200	200	200	200	200	<b>2,400</b>	18
Deep clean	0	0	0	0	300	0	0	0	300	0	0	0	<b>600</b>	
Sundries and misc	25	25	25	25	25	25	25	25	25	25	25	25	<b>300</b>	
<b>TOTAL CAFÉ EXPENDITURE</b>	<b>5,892</b>	<b>5,917</b>	<b>5,948</b>	<b>5,917</b>	<b>6,467</b>	<b>5,948</b>	<b>5,917</b>	<b>5,917</b>	<b>6,248</b>	<b>5,917</b>	<b>5,917</b>	<b>5,948</b>	<b>71,955</b>	
<b>Surplus / Deficit</b>	<b>10,941</b>	<b>916</b>	<b>885</b>	<b>916</b>	<b>366</b>	<b>10,885</b>	<b>916</b>	<b>916</b>	<b>585</b>	<b>916</b>	<b>916</b>	<b>885</b>	<b>30,041</b>	
<b>On-going Balance</b>	<b>10,941</b>	<b>11,857</b>	<b>12,741</b>	<b>13,657</b>	<b>14,023</b>	<b>24,908</b>	<b>25,824</b>	<b>26,739</b>	<b>27,324</b>	<b>28,240</b>	<b>29,156</b>	<b>30,041</b>		

Notes	Assumption
1	Grant funding for two years to cover catering manager costs (£20,000 pa)
2	Based on opening hours of 4 days per week. Average spend £8. Initial customer base 10 per day rising to 15 per day
3	Seasonal - upward trend for May and Aug / Sept for weddings and festivals and at Christmas
4	Bakery classes based on 5 people attending 4 sessions per year, £20 per person per session - double numbers at Christmas
5	Part time - 17.5 hrs pw. £22,000 plus NI and 5% pension.
6	Grant funding for two years to part cover catering manager costs (£20,000 pa); MHCC recommend full time catering manager
7	Based on opening hours of 4 days per week, customer base 20 per day; average spend of £5; flat phased i.e. no seasonality built in
8	Based on opening hours of 2 evenings per week, customer base 30 per day; average spend of £5 on food and £3 on drinks; flat phased
9	Based on 2 internal functions per month; 60 people at £10 spend; flat phased
10	Based on 2 external hires of kitchen/other space per month at £100 rental
11	Based on weekend use - 40 covers Saturday brunch at £5 spend; 40 covers Sunday lunch at £8 spend including drinks; flat phased
12	Based on 12 covers two days per week at £3 per head
13	Based on classes at £5 per session; 10 attendees one class per month
14	Full time - 35 hrs. PW. £22,000 plus NI and 5% pension.
15	£8 per hour x 3 hours per day x 4 days a week x 50 weeks (sessional workers likely to have training/supervision input)
16	£7 per hour x 6 hours per day x 2 days per week x 50 weeks ( less expensive than sessional approach)
17	Coffee machine hire
18	Estimate of equipment maintenance; would reduce if new equipment allocated
19	Figures are net of VAT. Turnover exceeds £77,000. VAT Registration required



## Licensing

The Licensing (Scotland) Act 2005 came into force on 1st September 2009 and replaces the Licensing (Scotland) Act 1976. There are three types of license to cover the sale of alcohol; a premises licence, a personal licence and an occasional licence. Licences are granted by the local authority.

Currently, UEDG uses **occasional licences** to cover the sale of alcohol on its premises. The licences cost only £10 each but UEDG are restricted to a maximum of 12 licences over a 12 month period, to cover no more than 56 days in total. Licences can be applied for either by a premises licence holder, a personal licence holder or a representative of a voluntary organisation. Each licence is only valid for a single event within the facilities and must be applied for at least 28 days in advance of the event. As such, there is limited scope under this licence to expand its event programme if it wishes to sell alcohol.

A **premises licence** authorises the sale of alcohol on that premises, which may be consumed on or off the premises. The sale of alcohol can only happen in line with the agreed operating plan on which the licence was granted. The operating plan defines the trading style of the premises. It lists the times when alcohol will be sold for consumption both on and off and premises and it lists all the activities that will take place on the premises. It also sets out the capacity and whether children will be allowed access, whether there is an outdoor area and so on. A premises licence may be applied for by a company, a partnership or an individual. Every premises must have a premises manager (who must hold a personal licence) and the premises manager can only be nominated in respect of one premises.

The premises licence is valid indefinitely and the initial fee depends on the rateable value of the premises to which the licence will be attached. By way of example, a building rated category 2 (one of the lowest) in Annandale and Eskdale, would incur a licence fee of £600. An annual fee would also be due, again the cost would depend on the rateable value, but in the same example, the annual fee would be £220.

Alternatively, a 'premises' licence can also be applied to a vehicle (a mobile bar) from which alcohol is sold. The licence is usually sold under the lowest category, costing £150 initially, £180 renewable annually. The granting of a premises licence in this case would not require a layout plan or other certificates (such as planning permissions, environmental certificates which are compulsory for fixed premises licences). A personal licence holder is still required to act as the premises manager but would not be required to be in the vehicle when alcohol was being sold. The licence would be issued in the local authority where the vehicle is usually kept.

A premises licence would require all staff selling alcohol to have a minimum 2 hours' training in set subjects which could be delivered by the personal licence holder. It should be noted that the licence is not transferable and does not cover the sale of alcohol in other facilities.

It should also be noted that both a premises licence and an occasional licence are subject to a raft of mandatory conditions. They include a ban on irresponsible drinks promotions which includes, amongst other things, an unlimited supply of drink for a fixed entry fee. infringement of these conditions can incur heavy fines and in some cases, prison sentences.



A Scottish **personal licence** can be applied for by individuals over the age of 18 who hold a relevant licensing qualification; a Scottish Certificate for Personal Licence Holders (SCPLH) Level 5 (Scotland) can usually be undertaken in one day. The licence costs £50 and must be renewed every 10 years. The licence holder must undertake manager training every 5 years. Holders of a personal licence may apply for an unlimited number of occasional licences which may permit them to sell alcohol in other areas (for example, temporary bars at a wedding in a different local authority). The notice period and other conditions of granting an occasional licence may however, vary from area to area so care would need to be taken when planning an event at which it is intended alcohol will be sold.

**'Bring your own'** or the **free supply of alcohol** do not require any licence. In the case of 'free' supply, the supply must be genuinely free without either direct, or indirect charge. An indirect charge, may for example, be a cheese and wine evening in which a £10 ticket may cover the cheese and 3 glasses of wine. The tests for genuine free supply are;

1. Is the entry price the same irrespective of whether a person takes wine or not; AND
2. Can someone obtain the alcohol without paying the prior charge?

It should be noted however, that a Public Entertainment Licence may then be required. This element is ordinarily covered in an alcohol licence, but where none is enforced, a PEL is likely to be needed. A PEL typically costs £250 for one year.

The Upper Eskdale Community Groups therefore needs to consider whether;

- the events it will be holding actually require a licence (i.e. what are the likely type of events it will be hosting?)
- the events it will be holding will exceed a total of 12 in a period of 12 months (covering a maximum number of 56 days per year)
- the events it will be holding will be at the Hub only or at other venues

The following table indicates the licencing needed based on different scenarios;

Options	No licence	Occasional Licence	Premises Licence	Personal Licence
'Provide' free supply of alcohol, don't sell	✓	✗	✗	✗
	No licence required providing the alcohol is genuinely free, however, a PEL may be required.			
Sell alcohol regularly from the Cafe	✗	✗	✓	✓
	A premises licence would be best in this circumstance and would cover sales all year round, but a personal licence holder would also be required. Other mandatory requirements would need to be strictly adhered to.			

Sell alcohol through a community shop	x	x	✓	✓
	If there were a community shop and a bistro / café within the <u>same</u> building, a premises licence could cover the sale of alcohol in both.			
Sell alcohol only at events at the Hub	x	✓	x	✓ (if over 12 licenses)
	In this circumstance, a premises licence wouldn't be cost effective. UEDG can only apply for a maximum of 12 licences. If more were required, it would be best to have a personal licence holder applying for occasional licences- the number would then be unrestricted. If the personal licence holder were to leave, UEDG could apply for occasional licences under its own name until a new personal license holder was in place.			
Sell alcohol at events elsewhere through temporary bars	x	✓	x	✓
	For this option, a personal licence holder would need to apply for occasional licenses to the local licencing board for the area the event was to take place in. The number of occasional licences would be unrestricted.			
Sell alcohol at events elsewhere through a mobile bar	x	x	✓	✓
	In this circumstance, the vehicle would be the licenced premises. A personal licence holder would still be required to act as the premises manager, but there would be no need for the manager to be in the vehicle at all times when alcohol was being sold.			

Given the trading levels within the first 12 months, it is recommended that UEDG uses occasional licenses to cover alcohol sale within its own premises (up to 12 within a 12 month period). It is also recommended that UEDG appoints a personal license holder. Additional events within the Hub and events elsewhere may be covered by occasional licenses applied for by the personal license holder.

A premises license would be recommended to cover sales in the café / shop / social events when enough demand can be evidenced to justify the initial cost and planning requirements.

# Community Shop

## Setting up a community shop

The Community Retailing Network states that a “professional, business-like approach is essential if (the shop) is to survive”.

Often the success of a shop comes down to three things:

- Enough customers to generate income
- Enough profit margin to cover overheads such as staff and maintenance
- Skilled staff and board members to run and oversee operations

There are typically four main stages involved in setting up and running a community-owned shop:

### 1. **Assessing the situation**

Assessing the strength of feeling within the community to set up a shop. Identify key people willing to become involved. Looking at the business case using projections of sales based on a community survey.

### 2. **Taking things forward**

Continuing communication with local people and continuous assessment of their attitudes and commitment towards a shop. Writing a business plan. Appointing professional advisors. Determining structure of the enterprise – legal status. Assembling funding. Identifying premises. Seeking volunteers to help.

### 3. **About to start**

Determining the shop layout, what to sell and suppliers. Ordering stock in preparation of opening. Buying equipment, fixtures, etc. Communication with both local and wider community. Training staff/volunteers. Establishing operational systems and procedures.

### 4. **Keeping going**

Continuous performance review. Business relationship with key suppliers. Demonstrate good governance: active engagement with members and new faces on the management committee.

## Organisational and legal structure

Of existing community-owned shops there are four broad different business models, plus two shop styles currently in operation, however each shop is different reflecting the needs of its community.

### Business Models

**Managed shops** - These are shops which are open most hours, with turnovers of around £100,000 or more per annum, which are run with at least one paid manager and supported by volunteers.



**Volunteer shops** - These are shops which are open most hours, with turnovers of around £50,000 per annum and are run entirely by volunteers.

**Social shops** - These are shops with limited opening hours and turnovers of less than £20,000 per annum which operate mainly as a service for vulnerable groups in the community to make essential purchases.

**Privately managed shops** - These are community-owned shops that have been leased out to an individual to manage and operate. They are not usually able to draw on the input of unpaid volunteers.

**Multi-service outlets** – this is the most common style of community-owned shop. These are shops that regard themselves as providing multiple services to the community, in addition to basic retail services. Additional services may include a café, internet point, small library or prescription collection service.

**Delicatessen-style shops** - These shops focus on the sale of local and specialty foods rather than on basic grocery provisions.

### Ownership

A community-owned shop may be owned in one of three ways:

- **A co-operative** – where the shop is owned by the intended customers
- **A community enterprise** – the shop is owned by the members of the community in which the shop is located.
- **Multi-stakeholders ownership** – the shop is owned by a range of stakeholders, including members of the community and organisations which support the objectives of the enterprise.

A community-owned shop should not adopt a structure which affords ownership according to the level of investment which stakeholders make in the enterprise. Most organisational models allow for the establishment of a committee or board to govern the affairs of the business on a month to month basis. The committee is appointed or elected by the membership as a whole at an annual general meeting.

### **Managing and staffing the shop**

Most community shops<sup>3</sup> are run by a combination of staff and volunteers. The Plunkett Foundation advises that this is the ideal situation. Having a paid manager with volunteer assistants can give a greater sense of control, organisation and stability to the business. A paid manager can provide overall continuity and ensure the shop is meeting its targets.

---

<sup>3</sup> 53% - Plunkett Foundation

## **The Plunkett Foundation gives five key reasons why community shops can succeed where commercial ventures have not**

- 1.** The community is usually more keen to support a venture in which they have an economic and social interest, and in the knowledge that there is no single individual that is profiteering from the venture
- 2.** Staff costs can be reduced by volunteer involvement. Statistics suggest that a typical community shop will have around 30 volunteers, each working 2-4 hours a week
- 3.** The difficulty of finding and affording suitable premises can be overcome by co-locating within existing community buildings such as the village hall, pub or church building. Often the ownership or long term lease of premises is covered by funds raised from grant sources or from shares or loans from within the community
- 4.** Community shops can take advantage of rate relief for small rural businesses and can apply for favourable tax conditions with HMRC. 97% of shops, for example, receive discretionary rate relief.
- 5.** Community shops are also able to tap into knowledge and expertise provided in-kind by residents of their community and more likely to acquire free of charge second hand goods and services from other retail stores.

### **Layout of the shop**

The Community Retailing Network has advised that it is good to have the shop as a focal point of the building and in a place that would capture people using different parts of the building.

#### Questions to consider

- Suitable access for delivery vehicles
- Storage space for dealing with deliveries and stock
- Will the counter be shared with the reception desk?
- Will there be enough space for shelving units, fridges and freezers
- Will there be access to a sink for staff to wash their hands?
- Is there space for waste and packaging to be kept?

### **Case Studies**

#### **Uig Community Shop**

Uig, Isle of Lewis, Outer Hebrides, is one of the UK's most remote communities, lying some 40 miles from Stornoway on the far west coast of the island.

Ravensopint is located in the South's Lochs area of Lewis and has a scattered population of 400.



In summer 2003 its only shop, which also housed the post office and petrol station, was put up for sale. Concerned that their lifeline services would be lost a local steering group was set up to look at the feasibility of community ownership and eight months later the shop opened its doors as 'Uig Community Co-operative'.

The shop had been successful for many years, but a combination of competition from larger supermarkets and lower prices in Stornoway, an increase in commuting and the significant capital investment needed to sustain the petrol pumps meant the viability of the business had deteriorated.

When the shop went on the market, a few local people got together to discuss the situation and organised a public meeting to suggest the possibility of a community buy out. There was full agreement that a buy-out should be pursued.

- A steering group of six people was set up and spent the next 6 months gathering information and reporting back to the community:
- Advice was sought from The Co-operative Group and Community Retailing Network
- Community-owned shops in Leverburgh and Eriskay were visited
- Grants were secured from Highlands & Islands Enterprise and the Big Lottery Fund to research feasibility
- A consultant was appointed to conduct retail market analysis
- An accountancy firm was appointed to help develop a business plan and cash flow
- Options for legal structure were researched

#### Legal structure

In 2001 a company limited by guarantee was created and in 2007 the group was registered as a charity. In 2010 a wholly owned subsidiary company was created to run the community shop and café.

#### Funding -

Residents were invited to buy £25 shares in Uig Community Co-operative and £12,500 was raised. For the purchase of the shop the Scottish Land Fund donated £56,250 and the Community Land Unit donated £14,063.

The community bought the shop in February 2004 and they re-surfaced the car park, installed a new fuel pump, amenity lights, out of hours payment terminal and a disabled access ramp.

Opening times were increased and the shop stocked a better range and quality of foods, particularly fresh produce, chilled and frozen goods, sourced through the Co-operative. Together with cheaper prices and the improvements to the building by 2008 the shop had more than doubled its turnover and had become the largest employer in the area with two full-time and eight part-time staff.

In 2008 a funding package of £570,000 enabled the community to build an extension to the shop. In addition to doubling the retail space, the extension also houses a laundrette with commercial size washer and dryer, council and other services access point with video



conference facilities, a seating area with microwave, hot drinks facilities and displays of local arts and crafts, new delivery and storage space and cold room (for storing chilled and fresh produce), public toilet and staff office. Two wind turbines will be installed to power the shop premises (these were installed in June 2010).

The extension has provided a more attractive and better equipped shop as well as improving efficiency in stock control and increasing the range of items that can be sold. The shop can now offer an ordering/delivery service to local businesses such as restaurants and holiday accommodation.

### Turnover

A representative from the Community Retailing Network has advised that the projected turnover was £120,000-£130,000. After the first 15 month of trading the company accounts show that there was a £4000 loss.

### Challenges and lessons

- **Community Engagement** – the on-going success and development of the shop has ironically led to a lessening in community involvement. Thinking that all is going well, the community has taken a bit of a step back and the committee is working hard to re-engage people and remind the community that the shop belongs to them and needs their continued support.
- **Committee** – a healthy turnover of committee members ensures knowledge and understanding of the shop is spread around and keeps the community directly involved. However, the responsibility of keeping a community business viable is not without its pressures and can make it difficult to recruit new members. Uig has had the same committee for 3 years and is actively recruiting new members
- **Balance** - recognise that the shop will always be marginal. It is crucial to get the balance between mark-up and affordability right – it needs to give a good deal to the community and make enough to be viable and to build up reserves for future work, maintenance, equipment replacement, etc.
- **Viability** – disruption caused during the building work meant the shop couldn't offer its full range of stock over a long period and this had a detrimental impact on profitability in 2008. It is essential that the committee are aware of the financial situation of the shop and are prepared to put measures in place to increase profit or reduce costs if needs be to ensure the business remains robust.
- **Learn from others** - a great deal can be learned from other community-owned shops, both during the set-up phase and once up and running.
- **Extension** – this was a large-scale development and took up significant staff and committee time to manage. Drawing down the funds was a particularly slow and complicated process and at the time of writing is still on-going.



- **Fuel** – attracts people to the shop but can be very damaging if a close eye isn't kept on the price. The percentage of takings from fuel can easily fluctuate if the price of fuel goes up or if you sell less of another product range – as the margin on fuel is very low, this can quickly have an impact on your overall profit.

### **Appin Community Co-operative**

Appin is a scattered rural area between Oban and Fort William. Oban is 20 miles away and is the main commercial centre.

Throughout 1983 a strong and enthusiastic steering committee planned and fundraised. A co-operative registered as an Industrial and Provident Society with limited liability was formed and Port Appin Stores was purchased for £21,000, plus £4000 of stock.

The store opened for business in May 1984. The Co-operative Group was the main supplier and on off-license was obtained. There was a sub Post Office on site and a mobile van was started to serve the outlying areas. Turnover doubled immediately, rather than the predicted 15%.

The twice weekly free home delivery service for frail elderly has been hugely successful.

#### **Turnover doubled on day one as a community business**

**The group thinks that the fact that they were adequately capitalised from the beginning was critical.**

### **Eardisland Community Shop**

#### **Background**

Eardisland is a small rural community in Herefordshire with a population of approximately 400 people in 225 households. There had been no village shop for 10 years and the nearest supermarket is 4 miles away.

#### **The building**

The community shop is in an unusual setting –

on the ground floor of The Dovecote, a 17<sup>th</sup> century building renovated in 1999 used as a Visitor Centre housing a wide collection of memorabilia and items of historical interest which attract more than 20,000 visitors each year.

A 15sq m space on the ground floor is leased to Eardisland Community shop by the Trustees at a peppercorn rent.



## Setting it up

A public meeting held in July 2008 to discuss opening a community shop met with a positive response so a steering group was formed leading to the formation of the Eardisland Community Shop Association and the election of a management team. 18 months of hard work followed - researching other community shops, sending a questionnaire to every household in the parish, obtaining planning permission, renovating the shop and raising funding. The shop opened in April 2010.

The resources for setting up and running the shop available from the Plunkett Foundation proved invaluable, as did chairman Albert Sheffield's experience of marketing consumer brands.

## The shop in operation

Eardisland Community Shop is open daily from 8am to 6pm Monday to Saturday and on Sunday from 10am to 2pm (with extended Sunday afternoon opening until 5pm during the summer).



The tiny shop stocks normal store-cupboard basic, purchased from the local cash'n'carry and a range of local products including bread, cakes, preserves, chutneys, drinks, crisps, ice-cream, vegetables and meats, sourced from 39 local producers.

The shop is staffed by a committed team of 40+ volunteers who work on a rota of one-hour shifts.

## Legal status and share issue

Eardisland Community Shop Ltd was established as an Industrial & Provident Society No. IP030771 on 2<sup>nd</sup> September 2009, supported by the Plunkett Foundation who provided the model rules and acted as promoting body.

Shares were issued to the community on the basis of one £10 share per person so that no one person had any greater financial interest than the others. 158 shares were sold in a village of 450 people. Again the resources for the share issue, including the share certificates, came from the Plunkett Foundation. Share ownership confers membership and the right to vote at the AGM but no entitlement to any dividend as surplus funds generated from the shop will be put back into the community to support other projects.

The dedicated committee of 6 is responsible for the management of the association.

## Funding

The shop received financial support in the form of grants, totalling £28,825 from the Big Lottery Fund, Community First, Co-op and Community Finance, Eardisland Parish Council,



Herefordshire Council and the Plunkett Foundation (who matched the funding raised in the community). The Parish Council's support in terms of voice and commitment was also important. A loan from the Co-operative Loan Fund

Members of the association raised more than £5,000 by buying shares, making donations and providing interest-free initial loans to get the shop up and running.

### **Viability**

The shop opened in March 2010 so is still in its first year of trading but is ahead of where it expected to be at this point in time. Its aim is firstly to provide a service/facility for the local community and secondly to raise funds for other community projects. With its low overheads and staff of volunteers, it is expected to be profitable by the end of the first year.

The pricing policy is based on guidelines from the Plunkett Foundation and the chairman's retail sector experience. Shoppers expect to pay a little more for shopping locally but know that they are saving carbon miles as well as fuel costs. The support for local producers is important to the association. It also brings customers to the shop from the many visitors to the area and earns a margin of 15%

Those involved have worked hard, found it frustrating at times but ultimately very rewarding, and are delighted to be able to prove the doom-mongers wrong.

### **Community Shop Statistics**

In 1992 there were 33 community-owned shops in the UK; by 2011 there were 273, with a further anticipated to open in 2012.<sup>4</sup>

In August 2010 there were an estimated 21 community-owned shops in Scotland.

Out of the 286 community shops that have ever opened, only 13 have closed, indicating a 95% survival rate. This compares positively with estimates for UK small businesses nationally, which are estimated to have a 5 year survival rate of 46.8%<sup>5</sup>.

## Heritage tours

### Demand

The community survey shows that;

44 survey respondents expressed an interest in classes or workshops in archaeology and heritage. Although only the sixth most popular answer (behind interest in food, health and wellbeing, arts and crafts), this still indicates enough interest to make it worthwhile running classes.

In addition a range of stakeholder interviews indicated that there was market potential in this area.

---

<sup>4</sup> Plunkett Foundation, "A Better Form of Business"

<sup>5</sup> Office for National Statistics

## Existing trails

There are a number of existing trails and networks of paths around Eskdalemuir:

### *Eskdale Prehistoric trail*



The Eskdale Prehistoric Trail is a waymarked trail to follow by car or bicycle, with stops to walk to nine impressive prehistoric sites in the parishes of Westerkirk and Eskdalemuir. 9 sites of outstanding archaeological interest were chosen from the roughly sixty sites, identified in Westerkirk and Eskdalemuir during an archaeological survey of the 1970s. Each site has an interpretation board featuring a painting done by a member of the Langholm & District Art Club.

The circular route starts near Bentpath on the B709 and goes up the west side of the Esk to Eskdalemuir village and back down the east side. The sites are near the road but all need to be approached on foot.

1. Boonies: A Romano-British farmstead
2. Bailiehill: A magnificent hill citadel
3. The Knowe: A fortlet, farm or fortified croft
4. Castle O'er: The most superb of the Esk Valley hill forts
5. Over Rig: A unique and perplexing site - fascinating but mysterious
6. Bessie's Hill: A fort and enclosure
7. The Loupin' Stanes: A small but impressive stone ring
8. The Girdle Stanes: A large stone ring
9. King Schaw's Grave: A burial kist, once buried under a vast cairn

### *Craik Muir Roman Road*

The Heritage Paths website gives heritage information and a detailed route description starting from Eskdalemuir and passing through Eskdalemuir and Craik Forests, where notices are displayed denoting sites of historical interest. It makes specific mention of the Raeburnfoot Roman fort.

<http://www.heritagepaths.co.uk>

### *South of Scotland Countryside Trails (SOSCT)*

South of Scotland Countryside Trails (SOSCT) is a 350km network of routes developed specifically for horse-riders and walkers, linked to quality assured horse and rider accommodation.

SOSCT routes are clearly waymarked, drained and improved so that they are generally passable throughout the year, and with gates that are easy to open (for riders that means without dismounting).

Under SOSCT, a new linear route designed specifically for walkers, cyclists and horse-riders was established linking Eskdalemuir to the Hawick Riding route based on the old Roman road between Eskdalemuir and Craik, and then following former drove roads east to Hawick. This provides an off-road link between Dumfries and Galloway and the Scottish Borders.

<http://www.southofscotlandcountrysidetrails.co.uk/where-to-ride/eskdalemuir-to-hawick>

### *Waymarked walks*

The Langholm Walks Group has waymarked 14 walks, covering 100 miles in and around Langholm. A leaflet has been produced which describes thirteen walks with simple maps provided. These offer a varied selection of woodland and hilltop routes, ranging from 2.5 to 10 miles in length and from gentle strolls to rough open land. Although none of these come as far as Eskdalemuir (13 miles by road from Langholm), there may be opportunities to link in with the Langholm Walking Group.

Each year at the end of May/ early June a walking festival is held, based in Langholm

Website [www.langholmwalks.co.uk](http://www.langholmwalks.co.uk)

## Tour operators

- Galloway Walking Holidays – offers walking holidays from 2 day tours upwards, either self-drive or taken by minibus. It also offers tailor-made and themed breaks. Based in Castle Douglas. [www.gallowaywalking.co.uk](http://www.gallowaywalking.co.uk)
- Galloway Cycling Holidays – offered by the same company and in same formats as walking holidays. [www.gallowaycycling.co.uk](http://www.gallowaycycling.co.uk)
- Activity Holidays – also offered by the same company. Activities on offer include arts and crafts, creative writing, environmental art, fishing, genealogy, history and heritage, photography, and wildlife and nature. [www.gallowayholidays.co.uk](http://www.gallowayholidays.co.uk)
- Other information through the Tourist Information websites.
- Glasgow university

There may be the potential for UEDG to work with these operators if it can clearly define the package of services that it has to offer.

## Opportunities

### *Heritage*

These might include:

- genealogical studies for both local people and visitors to the local area
- courses, classes, exhibitions, and specialist training at the Hub;
- links to academic institutions and participation in national events,
- a local history and archaeology society,



- folklore studies
- history themed vacations.
- annual photographic and writing competitions, with categories for visitors and locals, and accompanying exhibitions at the Hub.

### *Walking*

Walking is a popular leisure activity, particularly for short breaks and there are opportunities for walking around Eskdalemuir. The Hub has the potential to offer a variety of services for walkers:

- Walking tours, either run by UEDG using local people as guides or in partnership with existing tour operators. These would have to be well marketed and targeted at the short break market.
- There are existing websites, some of which are listed above, which could be used to promote walks around Eskdalemuir, again either as stand-alone activities or as part of an existing initiative.
- The Hub could provide information leaflets and sell maps, guide books etc. Walkers would generally expect information leaflets to be free; UEDG could produce these in-house to minimise costs. There would be an initial capital outlay on stocks of maps and guides and both sales and profit margin on these are likely to be small.
- There might be sales of walking essentials from the shop - e.g. juice, crisps, fruit, sweets - and possibly other local produce that walkers might want to take back home with them.
- The main income would come from sales of snacks and drinks to walkers. There would also be opportunities to offer takeaway food or packed lunches for walkers going out for the day. These could be pre-ordered and collected by arrangement; this would be particularly attractive to organised groups of walkers.

### Challenges

Although walking is a popular leisure activity, the challenge is to turn this into a revenue generating activity. Here are some of the key challenges for UEDG to consider:

- The remote locality of the Hub and lack of available accommodation would make it harder to attract walkers. Many visiting for short breaks want to stay near the start of the walking route to maximise available walking time, particularly if they are walking later in the year when the days are shorter.
- Low levels of through traffic and passing tourist trade mean that walkers would have to come specifically to Eskdalemuir to walk. This would require good advertising to attract walkers in what is already a very competitive market.
- This would be seasonal because of the potential inaccessibility of paths in wet and wintry weather
- If walkers start and finish from the Hub and leave their cars there all day, there could be issues with parking as spaces outside the building are limited.



- There could be issues of mud from boots trailing into the Hub

## Potential income generation

- Heritage tours – this is difficult to quantify at this stage as it would need further exploration of options before it could be worked up into a costed business proposal.
- Snacks – assuming an average spend of £5 /head and 20 walkers per week gives weekly income of £100. Over a 20 week season this is £2,000 which at a gross profit margin of 50% is only £1,000 profit.
- Lunches and meals
- Joint products with heritage experts – split of profits.

## Post office

The provision of postal services is a matter which is reserved to the UK Government. The Department for Business Innovation and Skills is responsible for formulating and implementing policy for the UK postal services sector.

POL, a subsidiary of Royal Mail Holdings plc., is responsible for managing the Post Office network arm of the business. There are around 11,800 post office branches right across the UK. The vast majority of branches (around 97%) are operated by franchise partners or subpostmasters, who are independent business people. Only a small number of post offices are directly managed by POL.

### Access criteria for post offices

Five criteria apply at the national level

- 99% of the UK population will be within three miles of their nearest post office outlet;
- 90% of the population to be within one mile of their nearest post office outlet;
- 99% of the total population in deprived urban areas across the UK will be within one mile of their nearest post office outlet;
- 95% of the total urban population across the UK to be within one mile of their nearest post office outlet;
- 95% of the total rural population across the UK to be within three miles of their nearest post office outlet.

In addition, the following criterion applies at a local level to ensure a minimum level of access for customers living in remote rural areas

- 95% of the population of every postcode district to be within six miles of their nearest post office outlet.

### Current Postal Service in Eskdalemuir

There is currently a Home Service in Upper Eskdale, and also in the surrounding 20 mile radius. The Home Service is run by Andrew McDonald from the Galloway Street Post Office in



Dumfries and details advertising this service are displayed on public notice boards<sup>6</sup>. If someone would like their pension, or to buy stamps or to send a special parcel, they can call Andrew and he would provide the Home Service.

Mervyn Jones, an independent Post Office consultant, has advised that the Home Service meets the Government criteria, set out above, for Post Offices, and therefore it is highly unlikely that the Post Office would meet the costs of providing an additional service in Eskdalemuir.

The most that might be available would be two visits per week to the village hub.

It was noted that when the previous Post Mistress in Eskdalemuir retired there would have been a public consultation through Consumer Focus about the changes made to the Postal Service. As a result, the Post Office will consider that they have already been through a consultation and it will be very difficult for the decision to be reversed, particularly as it will be viewed as having a detrimental effect on the person responsible for the home service at this time.

If the Group would like to pursue having a permanent Post Office in Eskdalemuir they should collectively write to the Managing Director of the Post Office, Paula Vennells at 148 Old Street, London EC1V 9HQ. The group should in their letter set out their case as to why they think a Post Office in Eskdalemuir should be reinstated. Ms Vennells will pass the letter to the Network Team who will undertake a review and make an assessment of the current service. It is likely that this will meet with more success after a successful hub with shop, various services and a high footfall has been achieved.

## Specialist weddings

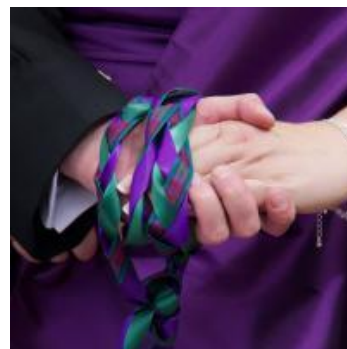
### Background

Handfasting was used in Scotland for the engagement period of a year and a day before a wedding was proved. Eskdalemuir was known for its Handfasting Fair:

*"Gazetteers and guidebooks perpetuate the memory of the Handfasting Fair, once held annually near the church, and notorious for a custom whereby unmarried persons of either sex might choose a partner for the coming year on approval, the marriage being solemnised at the next fair if both partners agreed."* - **John Keay and Julia Keay, 'Collins Encyclopaedia of Scotland: Eskdalemuir.'**

### Handfasting

Handfasting is an ancient Celtic ceremony of (temporary or permanent) betrothal or marriage that dates back to pre-Christian times and usually involves the tying or binding of the hands of the bride and groom with a cord or ribbon.



---

<sup>6</sup> Anecdotal research in the village has revealed that there is no knowledge of this service

In the present day, some Neopagans practice this ritual in various different forms. The marriage vows taken may be for "a year and a day," "a lifetime", "for all of eternity" or "for as long as love shall last." The couple may conduct the ceremony themselves as a private spiritual commitment or may have an officiant perform a legal ceremony. In some traditions, the couple may jump over a broom or leap over a small fire at the end of the ceremony. Today, some couples opt for a handfasting ceremony in place of, or incorporated into, their public wedding. As summer is the traditional time for handfastings, they are often held outdoors.

## Celebrants

Getting Married In Scotland offers alternative marriage ceremonies and traditional weddings in Scotland for those of all faiths and none. This can include Celtic Handfasting which involves the symbolic binding of the hands during the wedding ceremony, usually just before the bride and groom make their vows to one another. Some couples like the idea of the commitment for a year and a day and make their future wedding anniversaries an opportunity to review their relationship and the past year, and renew their vows and commitments. Other couples prefer the ritual in its simplest adapted form, as part of a personal but more traditional marriage ceremony.

In a full Handfasting Ceremony the union or marriage is considered to be the union of the masculine and feminine, the God and Goddess, within. The ceremony uses language and symbology based on these ideas but the ceremony can be adapted to incorporate elements from whatever traditions the couple wishes to draw on – Celtic, Pagan, Druid or Wiccan traditions, Christianity, Native American, Shamanism or Buddhism.

Interfaith Ministers can hold a legal ceremony literally anywhere in Scotland - indoors, outdoors, on the beach, in a castle, in a hotel, in a private house or garden. Because of the freedom here in Scotland with where and how to have a ceremony, couples come from all over the world to marry here.

<http://www.gettingmarriedinscotland.org/celtic-handfasting>

## Celebrant interview

Jane Patmore is one of the celebrants with Getting Married in Scotland which offers alternative weddings and more traditional Scottish marriage ceremonies for those of all faiths or none. She covers Edinburgh, Glasgow, the Central Belt and the Borders.

There are about 29,000 weddings in Scotland each year. Of these only a small percentage want "something different" which might be outdoors, more natural or more Scottish. The "Braveheart" effect has led to an increase in demand for "all things Scottish". English law does not allow weddings outdoors so this brings couples north of the border. Jane officiates at about 60 weddings a year. Handfasting is often an element of a more traditional wedding. Humanist and Pagan Foundation celebrants are also licensed to carry out legal marriages.

The wedding industry in Scotland is huge, despite the current economy and there is a definite segment of that market for couples who are looking to put their own mark on the event. There is the potential for UEDG to offer weddings in a woodland setting or "handfasting in the woods", with an indoor option if the weather is poor but she made the following points:-



- Eskdalemuir as a location is not near anywhere so the difficulty would be attracting couples there.
- Couples in the alternative wedding market generally want a simpler option i.e. less fuss, fewer guests which in turn generally means less cost. Weddings at the top end of the scale are very lucrative with huge mark-ups which are not possible in the alternative wedding market.
- The demands of couples for their special day can be hard to meet. Catering can be tricky especially trying to provide something different but affordable.
- This is a very competitive market and it is very difficult to get the message heard and to pitch against other more traditional venues, which have contacts within the industry and big advertising budgets.

Jane would be happy to talk further to UEDG if they are considering taking this forward.

Jane's contact details: Mobile 07788 711421 Email [JanePatmore@btconnect.com](mailto:JanePatmore@btconnect.com)

## Competitors

The **Gretna Wedding Bureau** offers a range of wedding packages for couples at Gretna Green:-

- Basic Package – this includes venue hire, paperwork, photography and the minister or registrar at a cost of £489 - £689, depending on venue.
- Complete Wedding Package – this includes the above plus 2 nights' in a luxury bridal suite, transport in a luxury car, a piper and witnesses (if required). The cost for this package is £1,390 - £1,690, depending on the venue.
- The Executive Package offers all of the above plus additions like flowers, cake, and kilt hire, etc. at a cost of £2,650 - £2,850.

<http://www.gretnaweddings.co.uk/packages>

The **Alternative Wedding Company** offers weddings festivals for those that want away from all the costly glitz and glamour, cost and stress of a typical modern wedding. Their wedding package is based around a field, a tent, some food and drink, lots of music and a bouncy castle. The website itself is a piece of brilliant marketing. Perhaps this could be a model for UEDG to replicate or a potential partner.

<http://www.weddingfestivals.co.uk>

A quick internet search shows a huge number of sites offering alternative weddings e.g.

- [http://www.hitched.co.uk/wedding-planning/organising-and-planning/alternative-weddings-for-a-change\\_261.htm](http://www.hitched.co.uk/wedding-planning/organising-and-planning/alternative-weddings-for-a-change_261.htm)
- [www.quirkyweddings.co.uk](http://www.quirkyweddings.co.uk)

## Opportunities

- Working with organisations like Getting Married In Scotland to offer an alternative wedding venue.



- Concentrating on the handfasting tradition of the area and specifically promoting this aspect, possibly as a personal commitment or recommitment ceremony as well as in the context of a legal marriage ceremony.
- Offering complete wedding packages. This would require a lot of work and different skills with potentially insufficient demand to justify the level of work involved.

### Advice to UEDG on the challenges

- There is a market out there but don't be too ambitious in estimating the potential number of events or the income that can be generated.
- Don't underestimate the need for advertising in this highly competitive market.
- There are many websites that could be used to promote the Eskdalemuir handfasting or woodland wedding options but it is important to use the available advertising budget carefully. Finding ways of getting couples to tell their individual stories of their special day would be one way of attracting others seeking something different.
- Work with outside caterers rather than trying to provide buffets and meals in house. This would be less lucrative but would at least create some lower paid catering jobs in Eskdalemuir, even if only on an occasional basis.

### Potential income generation

- None from the actual ceremonies themselves or for the venue, if outdoors.
- Catering income but only if done in-house. Again none if done by an outside caterer.
- Income from full wedding packages but these would have to be fully costed to make sure that they actually yield a surplus for UEDG.

## Letting Space

There is space currently let and this will continue. There is no competition in the immediate area and the draw will be either for local small sole traders to operate from the building, or for businesses from outwith the area who are attracted to a remote rural location. It is assumed that the main element of demand is from the former and in fact that is to be encouraged so as to promote the concept of a self-sufficient local economy.

It is clear that small local businesses are likely to be struggling in small markets and will not be able to pay significant rents. As a result, we plan to let space at £15 per hour for commercial lets and £10 per hour to community or charitable lets.

In the new plans there is the following lettable space;

- The multi-purpose area on the first floor, and potentially the café and art space, though these will only be let for one-off events, weddings, training conferences and so on.



- A consulting room upstairs which can be used for alternative therapies, of which there are a significant number in the village.
- An upstairs office which can accommodate around 3 units, though more could be fitted in.

## VAT Assessment

A full Vat assessment has been undertaken to attempt to limit the VAT liability. The VAT assessment and letter to HMRC can be seen at appendix 2.



## 04 Findings

The following are the main findings of the research:

### General Support and need

1. Most respondents to the survey appear to be very satisfied with Eskdalemuir as a place to live, with 80% giving it 7 or more out of 10 and only 3% scoring it less than 5 out of 10. The consultants noted a significant passion and commitment to the idea locally, particularly in the management group.
2. The hub is something that is hugely valued and the nature of that value should be protected. 82% of respondents already use the hub.
3. The thing that people wanted to see improved most in the village (64%) was better local facilities.
4. 82% of respondents to the survey agreed that developing the old school as a better asset would bring the community together to improve life in the rural area
5. The benefit the hub can provide to the community is clearly restricted by the nature of the space and the state of the building
6. In addition to need, there was a view from local people that while Eskdalemuir faced some problems it was a good place to live. However, there was a feeling that it lacked a focal point for the village, referred to as a 'heart' by one respondent. The main attraction locally is the Samye Ling Centre which takes the focus away from the village itself. There is a need therefore to create a community hub.
7. The vast majority either "strongly agreed" or "agreed" that developing The Hub as a community asset would:
  - a. Make Eskdalemuir more sustainable and improve our economic, environmental and social future.
  - b. Bring the community together.
  - c. Help develop the skills and knowledge for our people.
  - d. Be a tool to overcome disadvantage and inequality.
8. To reiterate this, one comment from the workshop was "That The Hub could be instrumental in creating a community spirit similar to that which existed in villages in days gone by when people came together".

### Response to the building

9. The majority of people described the fabric and physical condition of the existing facilities as "average" (46%). 31% described it as "good" and 3% as "excellent" although the accompanying comments (see appendix) suggest that this applies to the main hall rather than the facility as a whole. The remaining 20% thought the condition of the facility "poor".



10. The workshop event identified a huge range of potential space, including alternative therapy rooms, café, sauna, and shop and so on which are largely already designed into the building plans.

### **Rural Deprivation and Isolation**

11. The total number of dwellings per hectare is 0.01 compared to 0.11 in Dumfries and Galloway and 0.32 in Scotland
12. While the SIMD crime domain figure is 6034 (one of the most crime free in Scotland), the access to services domain figure is 90 (one of the worst).
13. The rural nature of Eskdalemuir means that there is a lack of services and there is a need to enhance services locally. Residents realise that this is in the context of an acceptance of the positive side of remoteness. Residents live in one of the most accessed deprived area of Dumfries and Galloway and one of the most access deprived areas in Scotland, scoring in the bottom 5% according to the Scottish Indices of Multiple Deprivation
14. Though residents loved the place and appreciated the isolation, the workshop and survey clearly articulated the challenges to living here including isolation, worries about the pressures of aging and concerns about not finding work.
15. Lack of affordable housing is a key problem, but the development of new social housing in the next few years has been considered by the Trust.
16. A large proportion of people in the village utilise facilities in other towns. There is therefore a clear demand for flexible community orientated service provision
17. 30% of respondents to the survey said they may move due to lack of services and facilities.
18. Local people are used to travelling significant distances to access many services as illustrated by the responses in the table in the survey analysis above and demand to access these locally is very high.
19. The workshop evidenced a desire to create initiatives to attract new people to live in the village.
20. Community transport was evidenced as an important service which the Hub could develop.

### **Fit with Policy and strategy**

21. The aspiration of the organisation has a strong fit with policy context particularly around rural isolation, the growth of local services, getting health services and retail out to remote areas and the protection of fragile communities as well as the promotion of development trust models and social enterprise.
22. There is a strong link with outcomes set out in the Dumfries and Galloway single outcome agreement and the local community plan around creating a "prosperous rural economy" and promoting health, well-being and happiness.



23. There is a strong fit with environmental objectives set out in policy nationally, regionally and locally.

### **Specific need**

24. The key focus for local survey respondents is on creating more jobs (63.6%) and improving local facilities (63.6%). There is also a strong desire to see more arts and cultural events (56.1%) and more community based health services (50.8%)
25. The demand is for cultural activities such as art, drama, dance, music and film (76%) and for social space in the form of a café/bistro (73%).
26. There is also strong support for both a community shop (69%) and a Post Office and banking services access point (70%) and significant demand for courses and workshops (67%) and arts/crafts workshops (58%).
27. More than half wanted to see activities for older people (54%) and social support and care and repair (50%) with almost as many wanting activities for young people (50%) and children (49%). There was concern about low employment opportunities, lack of access to learning and culture.
28. 69 people said they would like to attend workshops, classes and training sessions, with another 37 maybes. The need for learning emerged in the workshop and focus group and a list of potential sessions is listed.
29. A much higher proportion of young people are dependent on benefits (22% compared with a regional and national average of 13%) and this is largely due to lack of job opportunities.
30. 26% of respondent say they may need to move due to lack of jobs.
31. Most respondents to the survey were either retired (30%) or self-employed (28%) with a significant number involved in volunteering. Only 24% were working full time.
32. 20% described themselves as having a health problem or disability that limits their day to day activity, mostly among the older respondents which is higher than the national average of 11%. The workshop discussed a significant range of services and facilities that would be aimed at improving well-being.
33. 27% of people said they would consider moving due to lack of services to support them as they got older.
34. 19% said they would consider moving due to a poor social life. Social events are a key element of The Hub's current activities and UEDG intends to offer more of these in the refurbished facility, including a community café or bistro offering reasonably priced snacks and meals. The survey showed greatest demand for this at weekends and in the evenings, with many people expecting to use it occasionally, rather than on a regular basis and this was echoed in the workshop event.
35. Care co-ordination and support for the elderly was a clear priority for those in the workshop event.

36. It was suggested in stakeholder contact that The Hub could be responsible for gathering prescriptions, ordering what is needed from the surgery, collecting the order from the chemist in Langholm and delivering the prescriptions locally.
37. Remote tele-medicine was supported by specific stakeholders in the health sector.
38. There was the opportunity to extend Meals on Wheels and the Good Neighbour scheme to Eskdalemuir.
39. Stakeholder interviews showed that there were potential opportunities to establish a youth support and employability programme in consultation with the local authority. Partnership with XCEL was possible with some co-ordination.

### **Visitors**

40. Though the focus of any development should be on the local population, some consideration should be given to visitors, many of whom are committed to the area.
41. A tourist information point was noted as a need by stakeholders.
42. Heritage, meals, weddings and cultural events could attract visitors as well as villagers and it is clear that this will be crucial to sustainability.

### **Financial Sustainability and Commercial Opportunities**

43. Financial sustainability is a key consideration as nature of the current building does not lend itself to income generation
44. The case studies showed that the most successful rural community buildings were comfortable, loved, sustained by trading and designed by extensive consultation
45. Most case studies showed that the income from room hire and additional activity covers the running costs for the hall but more innovative methods were needed to cover the long term costs of full time members of staff.
46. Case studies noted that the main issue is achieving the balance between local events and external bookings
47. There is strong support locally for both a community shop (69%) and a Post Office and banking services access point (70%) and significant demand for courses and workshops (67%) and arts/crafts workshops (58%). The demand for a community shop was also focussed on the stocking or organic, whole food and local produce which was evidenced in the workshop.
48. Of the 127 people who responded to the question about a community shop, only 14 said they would never use it. The detail of produce and opening times are considered in the survey and in the workshop events and set out in the main body of the report.
49. The range of goods that survey respondents wanted to purchase is extensive with 608 boxes ticked an average of 5-6 per respondent. The detail is set out in the business plan and cash flow projections.
50. While 26% said they would be more like to use a catering outlet if there was an alcohol licence, a further 50% said they didn't mind.



51. There was a small demand for rentable space.

52. Commercial research showed that;

5. A catering outlet would concentrate on a community café for local people, external catering for weddings, events etc., community pub, Sunday lunches for visitors and lunch club for older people.
6. Given the trading levels within the first 12 months, it is recommended that UEDG uses occasional licenses to cover alcohol sale within its own premises (up to 12 within a 12 month period). It is also recommended that UEDG appoints a personal license holder. Additional events within the Hub and events elsewhere may be covered by occasional licenses applied for by the personal license holder. A premises license would be recommended to cover sales in the café / shop / social events when enough demand can be evidenced to justify the initial cost and planning requirements.
7. Heritage tours should be arranged in partnership with other agencies so that profit is shared and also generated from catering.
8. The post office should not be developed at this stage but will be investigated in the future with an argument founded on centre footfall.
9. Similarly to heritage, specialist weddings should be promoted but income will come from partnership with specialist agencies and catering.
10. The letting of space will continue at a reasonable rate, differentiated for commercial and charitable customers.

### **Staffing. Governance and Management**

53. Volunteering is crucial to sustainability and community buy in
54. Working in a close partnership with other agencies emerged strongly in the workshop event.
55. External stakeholders noted that UEDG's main strength is "the social capital it is harnessing and creating in Eskdalemuir".



# Appendices

## Appendix 1: Written Survey Responses

### Comments from survey respondents

#### What do you like about Eskdalemuir that a hub could enhance?

- It's fine as it is. That's why I live here.
- Strong environmental ethic
- My preference is the peace and quiet of the countryside, not a community centre.
- Facilities that can be rented - for art space - therapy space etc.
- Jobs
- Host the UK Croquet championships.
- I am 80 this year and have only recently become sick. After 60-65 there is no help with transport, fuel, mobility etc.
- Health and well-being sessions such as current yoga sessions, and the possibility of The Hub as a local location for community outreach services. Advice and information on a range of health, well-being, housing and social needs' issues is especially critical for the more isolated rural community members.
- Unfortunately, cannot see any role which the Hub can perform which will add any value to either our business or quality of life.
- Bringing people in.
- Samye Ling provides most of my physical and social needs.
- Understanding our environment and heritage.

#### What would you most like to see improved in Eskdalemuir?

- If employment opportunities were more abundant, I would personally have no reason to leave - anon 25year old
- All of the things suggested in the survey would make it easier and more enjoyable to live in Eskdalemuir and encourage younger people to move in and stay.
- I would like the Hub to be Fri, Sat, Sun food and drink drop-in bar/cafe
- A good place to eat out and have a drink
- Better employment opportunities with real jobs related to the countryside.
- External links
- Road improvements - repairs to roads to the area, road surface conditions can be very poor.
- Sauna
- Transport is a big issue. A local shop of some kind could reduce journeys needed for routine shopping.
- I believe transport to health services is more relevant than trying to bring services to Eskdalemuir. Eskdalemuir will never have capacity for X-rays or a lab, ECG with rapid interpretation etc.
- As there are so many people with cars in the valley, one idea would be to have a rota for being on call to help transport someone to an appointment, to collect a



prescription etc. with some sort of creative arrangement for petrol costs and participation for people who do not have cars to contribute something else to the system on a cooperative basis.

- Mainly a space where social interaction is possible whenever people feel the need
- Improved local access to information and advice services for the more vulnerable and isolated members of the community.
- Car sharing scheme
- Quality of infrastructure. The £4million spent on the Timber by-pass route would have been of greater benefit to the rest of the community had it been invested in the public roads.
- Youngsters
- Evening transport.
- More people coming to do retreat at Samye Ling
- Better transport, roads and broadband
- Post office

**Do you believe that developing The Hub as a community asset will bring the community together to improve Eskdalemuir?**

- It would give a single point for the community
- I was not aware that the Hub existed
- I think the Hub is a refreshing, positive asset to Eskdalemuir
- It is important as there is no shop, school, pub or post office. There is no place for people to meet and nowhere for new people to get to know local residents
- My fear is that it may become an instrument of limited interest focus groups. It may encourage a "clique" rather than engendering inclusiveness
- Provided that the activities and facilities available do not seem to be predominantly tilted towards the Buddhist community. Some 'traditional' locals already feel alienated.
- The events already put on have proven that the community can be drawn together, and this will be further evident when more activities and sessions happen.
- Eskdalemuir needs a focal point other than the Tibetan Centre
- The fact is that the hub has already split the community with a number of residents very opposed to the development for a variety of reasons. It will only make matters worse if it continues to develop. The majority of people in this area are really not interested at all in the hub.
- I sometimes believe it will, and see what it has achieved already and sometimes I think it will not as the community is quite entrenched in its attitudes/habits. I also see the relationship between Samye Ling and the hub as pivotal as most people in the community are also involved in one way or another with Samye Ling.
- We desperately need a communal space
- For the community it is essential
- It is essential to utilise the facility in a positive way. It used to be the school which provided a social circle and activities for the village. This must be encouraged and enhanced by developing The Hub as an asset for the whole community.



- The facility could be rewarding for all the community with a good representative base of functions.
- Insufficient population, which is why the school closed. Waste of money.
- With no 'centre' at present to the village/parish the Hub could fill the Gap. But it must avoid the perception of being an annex of the Tibetan Centre
- Many people live alone and for me The Hub brings a family feeling to my life which I enjoy.
- As a community the Hub is, apart from Samye Ling, the only place where people can mix together and as there are many people who don't have a connection with Samye Ling, then it is a way for the local people to join as people and not as you and us or them and get to know each other so I think it plays a vital role in the social and well-being of Eskdalemuir.
- We need a youth club/hub. Youngsters from Boreland/Corrie/Westerkirk/Tundergarth would come for a bus and a programme
- It is clear that the Hub is already making steps to improve social interaction and this is of great benefit to all. As long as those in the driving seat remain vigilant and not allow too great an influence from Samye Ling to steer its direction, I think a greater breadth of people will become involved.
- The success of the various classes, social nights, the monthly cafe, and variety of events such as the jumble sale, Xmas Fayre, Spanish classes, themed food evenings have already proved how valuable an asset the Hub is and further development of the building is essential to continue for the Hub to grow.

**In general, how would you describe the fabric and physical condition of the existing facilities?**

- Kitchen is poor. The main hall is good.
- It needs car parking and outdoor space
- I think the Hub could be modernised in decor and made cosier.
- Lavatories not too good
- It would be nice to have a better facility to carry out the events envisaged above, and treatment rooms for health services and health care professionals to work
- I think that once the projected improvements take place there will be little to complain of.
- Pretty out dated and old fashioned. Not fit for purpose.
- The Hub is an excellent space in a good location in the village but needs considerable upgrading to enable it to fulfil the needs of the community, particularly as a social meeting point and performance venue.
- It would be nice to see the whole space better utilised instead of always the main room, also the kitchen and toilets could be upgraded!
- Better facilities for kitchen especially, and all other spaces, which should be addressed by the new build. The main hall needs better lighting and acoustics
- Hot water



- The part of the Hub which has been renovated is good but the rest of the Hub is sadly in need of complete renovation to enable us to continue to grow and hold more events, as well as offering better services to the local community.
- There is a need for parking. Main hall is good. Otherwise feels very run down at the moment. Entrance impression to a new visitor must be pretty awful.
- The old school building is fine, but the 70's building behind it is a nightmare: cold and damp, poor facilities.
- The main room is really nice. The corridors and general entrance area is the old school and not inviting - as with the toilets.
- Oldest part of building in good condition. Rest very poor and not fit for purpose.
- Availability of parking is an issue
- Better heating, insulation, more practical kitchen and toilets, better admin facilities and also a purpose built cafe/ bar
- Bar and bistro
- A local gym facility and health spa
- I would like to see a new fit-for-purpose building that we can all be proud of and that will become the focus of community activity in the area.
- The decor and way the tables are laid out for events still feels institutional and school-like. Softer lighting and co-ordinated, softer decor would help easy socialising
- The bathrooms need improving
- The big room at the front is nice, but the rest of the place - even the kitchen - is in pretty poor nick.
- Whilst the large function room currently being used has been brought into good working order and improvements have already been made by investing in a heating system and improved decoration and such, the remainder of the hub is in need of attention and redesigning ~ bringing it into a better suited building for its current community use. The public toilets and washrooms need to be upgraded from their present condition of those used by the previous small primary school. The kitchen area could also be upgraded/updated from its previous usage. This area could include items designed for a public eating facility e.g. for food storage; chiller cabinets, a freezer, heated food cabinet, cupboard space etc. The open large office space could be better designed for its current usage by staff and hub members alike. This design should consider energy and spatial efficiency for the longer term use for staff and users alike.
- Toilets could do with a turn over
- The plans as set out will clearly raise the physical condition to excellent.
- Maybe a local shop for our day to day needs. Lockerbie and Langholm are not very easy to get to without a car.
- Need more heat-retaining.
- All but the main hall needs extensive work to make The Hub a clean, welcoming, user friendly space.
- Physical asset needs improving e.g. heating hot water, better loos
- It's not used enough to justify a big spend. It should be run more like a business... not just of GVT funding....
- Toilets, kitchen, disabled access, appearance, heating and decoration all need improving



### **What would you want to purchase in a community shop?**

- Organic fruit and veg (3)
- cold drinks
- soya milk (2)
- Suma-type wholefoods (3)
- It would have to be good as far as pricing as we already have a co-op group with Suma.
- Toiletries
- I would like a range of organic foods and health foods as the nearest shop for these is 35 miles away (2)
- Why not develop a "suppliers' store" where locals supply their own produce? For example, we always have too much rhubarb/potatoes. I would be happy to swap with people for their produce
- Would only be interested in food locally grown or made
- Stamps
- If the community shop was reasonably priced, I would be happy to do my weekly shop there. Bearing in mind that it is a minimum of 30 miles all round, I would be saving money on fuel which has to be taken into account as well as difficulties in the winter when the weather is too severe to get to Lockerbie or Langholm
- Things I had forgotten
- Coffee tea, loo paper, kitchen roll, matches, firelighters.
- Organic foods including vegetables, yoghurt, cheese milk etc.
- It would be useful to have a facility where foodstuffs, ingredients, and fresh produce could be obtained without travelling 30 mile round trip.
- Locally produced crafts etc. items would be great if saleable
- Home-made items such as cakes, bread, jams etc.... made locally would be great.
- Local produce
- Newspapers (2) and magazines, stationery
- Were the HUB to provide access to quality foods, such as decent bread, local meat, local veg/fruit, then I would definitely shop there regularly.

### **Would better community support help you to remain in your own home in the community in the longer term?**

- I would be much more inclined to return to Eskdalemuir to live if the Hub "took off", although it is already making a difference socially to the community.
- It is too isolated here for elderly people that need a lot of health care and support. It is especially difficult in winter for elderly people to get to the shops/town.
- The fact that Eskdalemuir is so far away from services and amenities means that having services and events and a local shop would definitely help in the decision to stay in the longer term, especially as I get older and may not be able to travel. This is already becoming difficult for some elderly people in the community.
- Especially if the services extended to community physical development e.g. affordable housing in the longer term.



- Shame the wood project didn't work out as high coal bills are most likely to force us out of our home, but with nowhere else to go.
- Living alone in a rural area can be hard; community support is my peace of mind.
- My children will reach an age where they would benefit from being closer to a town and I would, at that time, want to look to return to a career outside of the home.
- I am worried about whether I can stay in the area if I get too infirm mentally and physically to continue to live at home.
- Older people have difficulty with tasks like gardening and repairs. They are more likely to stay in the area if there is some help with these tasks.
- Someone to advise in all the above from time to time.
- Most of the help I need / want / is provided from within the Samye Ling community.

**When would you be most likely to use a community café / bistro in the Hub if it offered reasonable priced snacks/meals?**

- Not sure
- All dependent on transport being available
- I completely disagree with getting an alcohol license - there are many people in this area with alcohol problems and we don't need a pub here.. I have been at hub events and witnessed very unpleasant levels of drunkenness
- I have attended most of the events held in the evenings and the drop in monthly cafe.
- It would be lovely to have the facility in order to get together with friends, and it wouldn't matter what time. If it was open in the afternoons then people would gather then, similarly in the mornings.
- If homemade with local ingredients, then more often.
- It depends when it was open...
- Occasionally it is pleasant to meet friends for a meal out. B.Y.O.B. would be acceptable.
- When I am bored at Samye Ling!
- It would be nice to come to shop for good food and have a little lunch with neighbours.
- 

**What art and cultural events would you attend?**

- Bands playing, local people exhibiting their works, open-mike nights (2).
- A mixture of cultural events, but mostly with a Scottish bias for music etc.
- The film nights with Dumfries and Galloway Art Festival were very good and it would be nice to have more film and food nights. I would like local artists to be able to have exhibition to promote their work and in general to continue and build upon the events we have already held.
- Kind of films that used to be shown
- World cinema
- Local artists
- Small scale theatre groups



- Live music
- Live entertainment generally. Games nights. Talks and demonstration nights etc.
- Local history events.
- It would have to be something fairly outstanding to drag me into car, and finding parking at the Hub.
- Rock n' Roll
- In this household we would be most interested to have film showings. Though once we became accustomed to visiting the HUB for culture, we might come to anything that interested us.

### **"Developing The Hub as a community asset will..." – Further comments**

Mostly positive:

- The Hub has so much potential for local residents and regular visitors like myself to have hobbies, fun social events and support each other.
- The Hub will definitely bring the community together, giving a place where people can meet on a regular basis to enjoy events.
- It would be great to have a facility for R&R that is not dependent on Samye Ling
- As I have been involved and have attended most of the Hub events, I have seen first-hand how the Hub has brought the community together and see that it is an amazing asset to have in Eskdalemuir.
- Have experienced how successful a community shop can be, near Bambury, Oxon .
- As some people have spare rooms etc., a community shop would be very helpful to those who wish to offer self-catering accommodation.
- We all need help at times and we can all be of help as well as be helped if The Hub can be the conduit for us all.

Some more negative:

- This is a small scale, very local enterprise in a sparsely populated, upland rural area. Please do not try to make it grander than it is.
- I'm not sure how disadvantaged it really is.
- You might bring a horse to water .....etc.
- The Hub is already divisive and its development will only make this worse.
- If developing the Hub is a case of government funding, then I think it will have a negative response as many see it as only for 'some' people in the community and not everyone.

### **How can you help with development of The Hub?**

- Police community inputs
- Company director
- Any handyman stuff
- Baking cakes, dance events



- Probably better on the ideas than the physical
- Occasional help
- I could help online as my experience is in IT and web design and with fundraising, profiling.
- Customer service, music playing and setting up event equipment, licensed security, cooking
- Fundraiser in existing job
- Plumbing, woodwork
- I have good communication and organisational skills. I feel positive and enthusiastic about the development of The Hub and have already been involved in many events held there. I take pleasure in helping with events to benefit the good of our community.
- Very busy at the moment but could help with music events
- Serving in a shop, at events, helping with developing activities, running courses, providing alternative therapies.
- Office skills, holistic therapies and a big mouth to match my big heart in fundraising. I'm proud to live here and wish to share our beautiful and special home with others
- 40 years' experience running a EUR200 million per annum turnover business, supplying a customer base in every country in EU and the USA
- As a general helper
- Administration.
- At the moment it is not possible for us to get very much involved but in the future we would be willing to help with most things – driving, telephone manning, cooking and gardening.



## Appendix 2 : VAT Position

