



Rocks And Wheels Business Plan

January 2022

Dalbeattie Community Initiative

Scottish Charity No: SC033730

Company No: SC238333



REVISION HISTORY

Record of changes and updates

Version	Date	Author	Comment for changes
1	2/9/19	[REDACTED]	First draft for comment and discussion of steering group and Initiative directors
2	6/9/19	[REDACTED] – following meetings with steering group and directors.	Addition of income and expenditure summary, statement of purpose and general editing.
3	10/9/19	[REDACTED]	Timeline added
4	18/9/19	[REDACTED] – following input from directors	Financial statement and sources for salary added.
5	28/9/19	[REDACTED]	Adjustments to management structure information. Addition of use of overdraft facility.
6	7/10/19	[REDACTED]	Updates to income and expenditure spreadsheets
7	7/12/20	[REDACTED] – following meetings with steering group and directors to reduce the capital expense.	Complete revision with more focus on community benefit and capital spend plan amendments together with income and expenditure revisions.
8	1/3/21	[REDACTED] – following a review of the document from SOSE.	Expanding and clarifying of several sections of the document.
9	9/1/22	Steering Group collaborative approach – following a review of the document from Creetown Initiative	Extensive format revisions and simplifications.

Document Acceptance

We the undersigned certify that this document, RAW Business Plan has been reviewed by DCI directors and is now formally accepted.

Name: [REDACTED]

Signature: [REDACTED]

Position:
CHAIRMAN

Date:
26 JANUARY 2022

Dalbeattie Community Initiative (DCI), inaugurated in 1997, currently has 130 volunteer members and 5 part time employees. Our main aim for the organisation is:



“To act as a catalyst within the community, to respond to local needs and effectively reflect local priorities in order to promote and encourage the economic, community and physical regeneration of Dalbeattie and surrounding area”

We define ourselves as *“A social enterprise which is run on business lines without being profit driven”*.

In order to fulfil our purposes we continually work towards the following objectives:

- The advancement of education, training or retraining – particularly among the unemployed and young people to assist obtaining paid employment.
- To encourage good health and wellbeing throughout the community, and assisting to create a healthier lifestyle.
- The provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances need such facilities.
- The protection and conservation of the environment.
- The maintenance, improvement or provision of public amenities where such maintenance, improvement and provision is over and above that which it is the statutory obligation of the local authority to provide.
- The promotion, establishment and operation of other schemes of a similar charitable nature for the benefit of the community.

Over the last 25 years DCI has grown in experience and has successfully delivered many projects/events/activities. Some of the most successful past projects were the setting up and running of computer training centre for 3 years; Festival of granite including the installation of permanent granite sculptures in Colliston Park, the setting up of Galloway Carbon Action Group and delivery of 18 month community programme including the employment of 8 persons. Currently we have 17 active projects at DCI including running our tourist information point and crafter centre, charity shop, Hardrock Challenge event, Ebike fleet, and walking festival to name a few; details of all DCI current activities can be found in appendix A. We have gained experience in public consultation, grant funding, management of assets and multi-agency collaboration and co-operation.

Rocks And Wheels (RAW) project will benefit from our 25years of gained experience and would not only allow us to strive towards fulfilling our objectives but provide us with a vehicle to **achieve** these objectives and much more.

Leading the RAW development is the Project Steering Group. This team is made up of various persons from across our community each bringing their own unique skills to see this project through to fruition. The Steering group has experience in Architecture and Design, Project Management, Health, Education, Social Services, Engineering, Facilities Management, Sport enthusiasts and Management roles and are assisted by staff of the Initiative.

The RAW proposal to promote a **grass-roots, active, community** was born out of public consultation, with the brief emanating directly from community engagement feedback.

The first community consultation in 2016 asked for the community to come forward and express their aspirations for community life and identify any gaps that we could address. From these initial ideas a questionnaire was developed in January 2017 to capture fuller information and from this the initial vision boards and outline document were created. Summary of all community consultation to date can be found in appendix B.

The former school buildings are ideally located; near the town centre, immediately adjacent to Dalbeattie Town Wood, and at the head of the main trail (Core Path 20) that runs through it all the way to the Colvend coast on robust forestry roads, thus providing the perfect location for a new activity centre to fulfil our community aspirations.



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1. PROJECT SUMMARY

The Rocks And Wheels project proposes to establish in the town of Dalbeattie a community-based activity centre which will not only meet identified community needs but will, being unique in Dumfries & Galloway, also attract visitors to the area.

RATIONALE

DCI conducted extensive consultation from 2016 to 2019 with the community, see appendix B, which established that the most pressing requirement was a facility which would:

- offer opportunities for physical activity and the development of new skills and interests;
- utilise the resource offered by the local landscape and coast line;
- support and enhance the local economy.

These aspirations fit well with regional and national priorities which seek:

- healthier lifestyles;
- improvements in physical and mental health;
- increased awareness of the importance of the natural environment;
- the development of new skills for people of all ages;
- improving the attainment and achievement of young people;
- economic regeneration, particularly post-Covid.

Throughout 2019 and 2020 DCI commissioned extensive surveys and engaged with consultants which make up the feasibility case. Listing and timeline of feasibility reports can be found at appendix C.

IMPLEMENTATION

RAW will convert a former school building and its grounds, which sit within the town immediately adjacent to Dalbeattie Forest, into an activity centre which aims to improve opportunities for people to pause, meet, and engage in a healthier community lifestyle. It will bring together many active outdoor pursuits and wellbeing activities.

The centre will, in addition to housing a climbing wall, bouldering facilities and a pump track, provide flexible and affordable accommodation for up to 60 people along with the storage, washing and drying facilities required for outdoor activities.



example bouldering wall



example pump track



It will also offer group rooms and smaller meeting rooms for local and visiting groups and will provide training opportunities in the activities supported including relevant qualifications through links with local colleges.

RAW will make use of the unparalleled natural amenities of the immediate area - forest, woodland and coastal walking trails, hill climbing paths, the network of quiet road cycling routes, off-road bike trails (including 7stanes) , and water-based activities.

It will also have a key role to play in the already-established programme of events at DCI including the Dalbeattie Hardrock Challenge, Dalbeattie Walking Festival and the Solway Sportive cycling event.

FINANCE

The development and securing of the capital funding package and the detailed design stage costs have been estimated at £350,000. The capital build budget of £5million has been produced by the steering group in consultation with McGowan Miller and Tektonika Architects – this can be found at section 7. This investment in our community will allow the DCI to focus on future-proofing our organisation and community amenities. RAW will provide an additional income stream for DCI, providing the strongest and most sustainable prospects in uncertain economic times and the freedom to invest projects back into our community activities creating a true model for community ownership and empowerment. This will also abolish DCI's need for continued external grant funding to support core costs.

The projected income by end of year 3 is £648,000 in turn will create a profit of £247,000 which can then be reinvested into further developments across the site and create our sustainable income source. Income and expenditure breakdowns can be found in section 7.

MANAGEMENT

The redevelopment project will be managed by DCI and overseen by the steering group and board of directors. DCI will also set up a trading arm – subsidiary company limited by shares - which will be wholly owned by DCI. This trading arm will be the company running the Rocks And Wheels activity centre. The DCI board will appoint directors of the trading arm and oversee management.



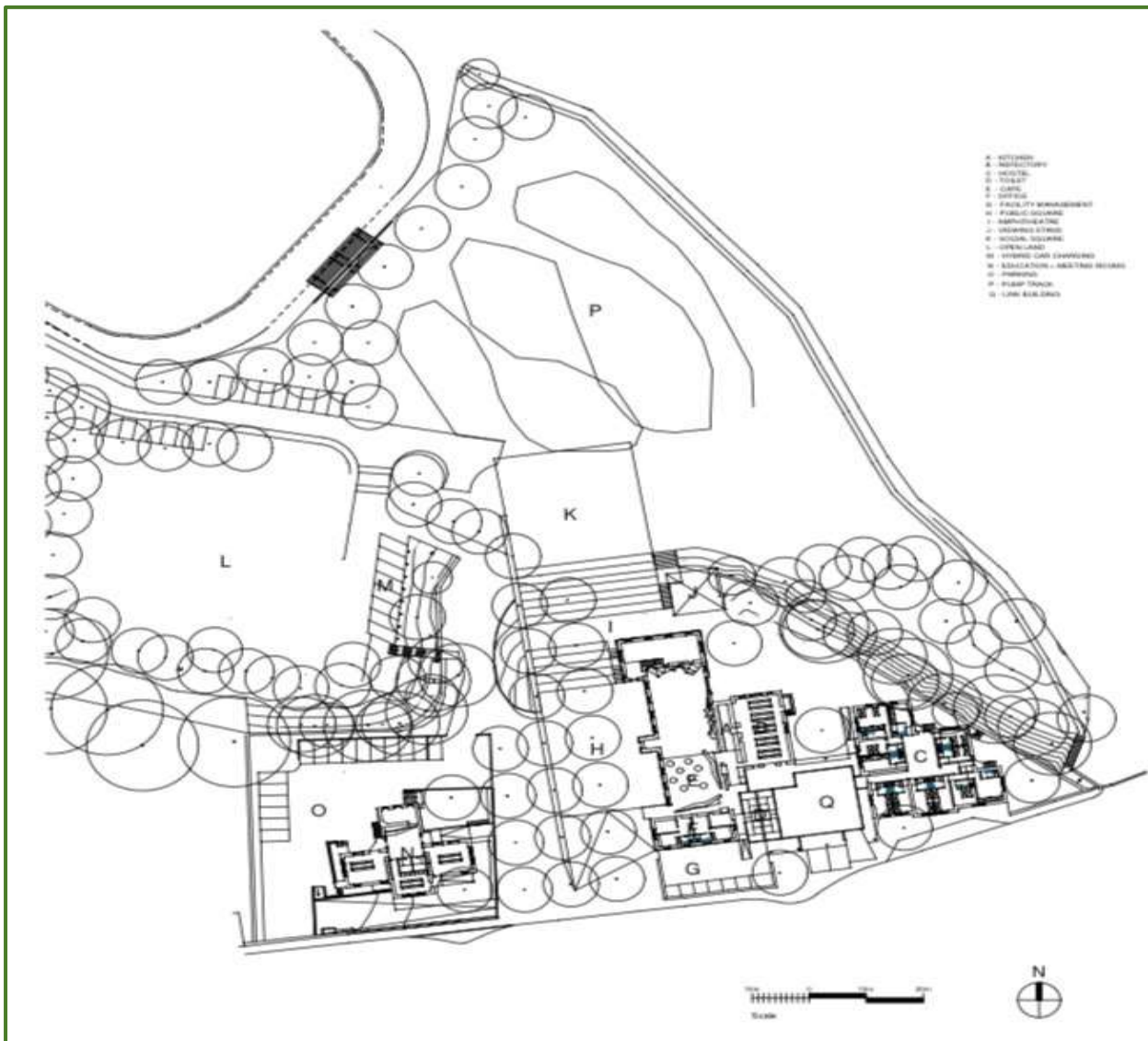
2. OUR VISION

The RAW vision is to establish in the town of Dalbeattie, in response to locally identified needs, a facility which will be unique in Dumfries & Galloway and which will contribute significantly to the economic, physical and social health of the town and its surrounding area.

With immediate access available to Dalbeattie Forest and the woodlands of the Solway coast, it will exploit the surrounding landscape and both complement and enhance existing facilities with the objective of encouraging a healthy and active lifestyle for all ages leading to improvement in the physical and mental health and wellbeing of those using it.

The adaptation of the former primary school building will provide a centre which will be a base for many diverse local pursuits: road cycling, mountain biking, running, walking, orienteering, climbing, golf, sailing, and yoga to name a few.

The facility will cater for individuals, couples, families, small groups, uniform organisations and school parties.



Site drawing at appendix D.

The site redevelopment will include:

- 60 bed hostel and refectory
- Reception area



- Indoor bouldering centre
- Outdoor pump track
- Lockers, changing facilities, drying rooms, storage and maintenance areas
- Indoor and outdoor café
- Office and management space
- Community/small business/training rooms and exhibition place
- Outdoor civic/event area with Amphitheatre

The project aims to:

- Provide 21st century facilities for community and regional use.
- Create a destinational centre that can accommodate visitors to our area.
- Assist in regenerating the local economy of Dalbeattie and the surrounding area.
- Develop facilities and activities to promote health and wellbeing to all and encourage the adoption of a healthy lifestyle.
- Build opportunities for our community's social growth.
- Future proof the development of sustainable and improved infrastructure for our town.
- Adopt and expand the opportunity for local employment, volunteering and training schemes.

In addition to the facilities, it will make use of local resources and skills to support the town's commercial and service economy by providing 23 employed positions and by encouraging visitors to come to and stay in the area.

We envisage this centre becoming a central attraction in Dalbeattie bringing together the community to engage in activities to improve their health and wellbeing; using the building to grow social groups; providing training to upskill our community members and providing space for business use and encouragement of new enterprises.

It will also give visitors a place to stay and become a key tourist attraction for Dumfries and Galloway – these visitors will then be signposted to all of our regional connections. It will encourage visitors to explore the region and opening the opportunity for returned custom.

We hope to grow our local economy by increasing footfall locally and regionally, using local business and growing the local workforce offering training and activities leading to relevant vocational training (e.g. catering, trail-building, group leadership & facilities management) through links with local colleges.

The project will attract £5million grant funding investment and then is projected to be self-supporting through income generation. Any profits will be used for continued development and upgrading of the project along with creating a sustainable income source for Dalbeattie Community Initiative therefore removing the need for ongoing grant funding.

The project will strive towards net zero (achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it.) in line with the ambitions of the region; this will be achieved by implementing various strategies both to benefit the site and the locality. We will endeavour to achieve this by encouraging outdoor activities, active travel, the inclusion of electrical vehicle charging points and using alternative heat sources where possible.

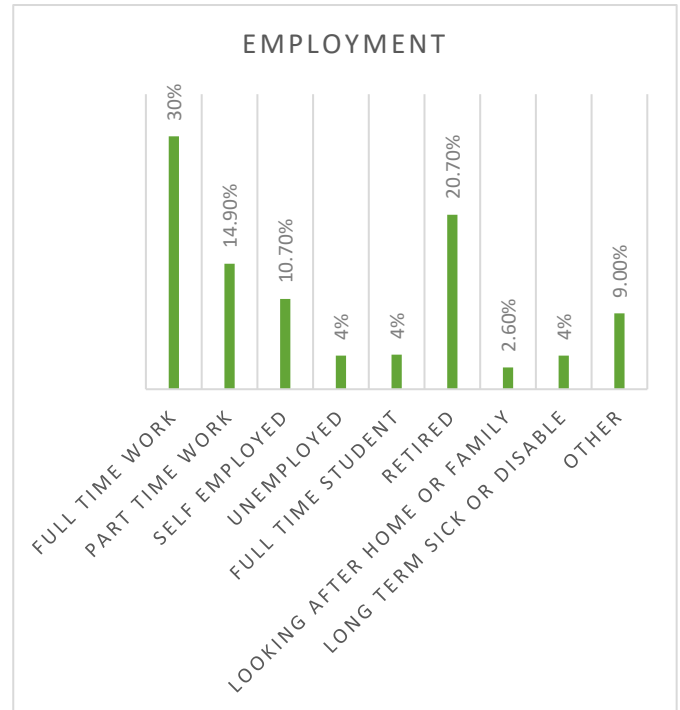
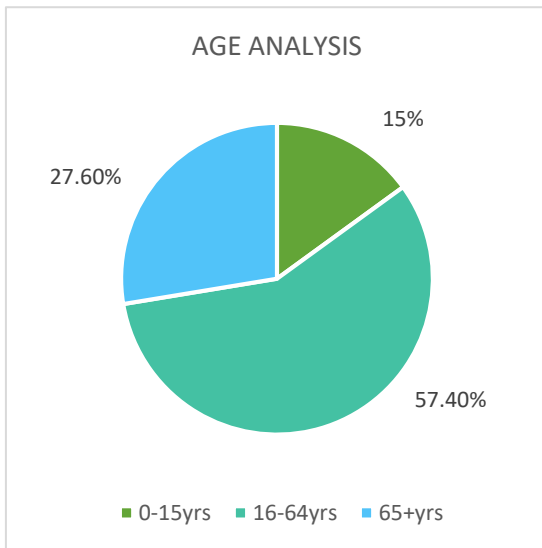
It will also play an important role in the area's post-Covid recovery programme by rebuilding our economy, improving our local infrastructure, creating opportunity for health improvements and a centre that can react to the developing needs of our community.



3. PROJECT ALIGNMENT

The consultation process has identified ways in which the RAW project can sit comfortably not only within the aims and objectives of Dalbeattie Community Initiative in terms of meeting community-driven aspirations but also within regional and national priorities. The Initiative has throughout the development stages worked closely with Dumfries & Galloway Council and the South of Scotland Enterprise Agency and it has become clear that this project will make a significant contribution towards meeting the targets of these organisations.

The background statistics for the Dalbeattie area are:



The project sits comfortably within key strategies recognised by the Scottish Government in the First Minister’s statement of May 2021 and in the subset of strategies and priorities identified in the current strategic plans of Dumfries & Galloway Council, NHS Dumfries & Galloway and South of Scotland Enterprise.

Within these, the principal areas of reference relate to Health & Wellbeing, Economic Regeneration, Community Development, Tourism, a Greener Future and Post-Covid Recovery.

The First Minister’s statement of priorities included:

- national recovery and renewal in the wake of the Covid pandemic;
- promotion of life-long health and well-being;
- development of skills for young people;
- improvement to local neighbourhoods;
- support for tourism;
- strengthening of rural economies.

The shared Health & Social Care Strategy of Dumfries & Galloway Council and NHS Dumfries & Galloway highlights the fact that this region has the fastest growing older generation in the country with a projected increase of 24.6% in the 65+ age group over 2014-2039. The number of 75+ adults with dementia is projected to increase from 3,630 in 2022 to 5480 in 2039. Moreover, 12,500 Dumfries & Galloway residents currently have 2 or more chronic illnesses, a figure which is increasing by 300 per year.



Physical inactivity is now recognised as the greatest lifestyle-related cause of premature death. Economic modelling indicates that a 5% increase in the proportion of Dumfries & Galloway residents meeting physical activity guidelines would provide a c.£9 million in total economic gain after 5 years rising to c.£28 million after 10 years.

Against these figures, the Strategy emphasises the need “to take responsibility for our own health and well-being in order to live in good health for longer.” It seeks “to reduce health inequalities” and “to make effective and efficient use of resources.”

The RAW project will provide local, accessible and affordable facilities which will offer opportunities to people of all ages, local and from further afield, to participate in health-supporting activities and in developing new skills and interests which can be sustained through life. In addition, it is closely aligned to Scotland’s Public Health Priority 6 targeted at increasing physical activity with people being able to live in “vibrant, healthy and safe places and communities” with “good mental wellbeing”, opportunities to “flourish in our early years” and a “sustainable, inclusive economy with equality of outcomes for all.”

A major focus of the project will be on introducing young people to new skills and interests, and on developing within them a sense of achievement and self-worth which will be reflected in their efforts in other fields.

Dumfries & Galloway Council’s Regional Economic Strategy has the overall aim of “growing business” within which there is the further aim of “empowering the region’s communities to address their economic challenges and to grasp opportunities for business development.”

DCI which has a strong record of developing and supporting local enterprise and the RAW project will not only offer new business opportunities and employment but has its roots in locally identified needs and efforts.

The Council’s Children’s Services Plan is driven by the aim of “improving the lives of children, young people and families and promotes, along with mental health and well-being, efforts to ensure all young people have opportunities to achieve their full potential and to develop lifelong skills and interests.

As noted above, the RAW project will offer such opportunities and will underpin the equal opportunities priority by working to ensure that access is available to all young people regardless of ability, location or financial circumstances. It will also offer training and certification opportunities to young people through links with the local colleges.

The core themes of the Council’s Strategy for Tourism seek to:

- provide authentic experiences through all-year events and hospitality;
- provide consistently high customer experience;
- create a resilient network of businesses and organisations;
- provide jobs related to the tourism sector.

The RAW project will actively support and participate in DCI events such as the annual Dalbeattie Hardrock Challenge, the activities surrounding the 7stanes Trail, the Solway Sportive cycle event, Dalbeattie Walking Festival and provide a platform for new events and activities.



The facilities and associated accommodation are designed to attract visitors to the area for both short and long term stays. There is a clear need for such given the relatively limited accommodation facilities currently available in the immediate area.

The project is built on a substantial foundation of local enterprise, events and health-supporting activities and experience including:

- Dalbeattie e-bike project supported by Dumfries & Galloway Council, Sustrans and NHS Dumfries & Galloway;
- Beat the Street Community Activation Project; one of only two towns in the region selected to run a six week game promoting walking and cycling by all the family. There was a 37% participation of the town's entire population.
- The successful bid for funding from the Commonwealth Legacy Fund with match funding from Dumfries & Galloway Council and Forestry Commission Scotland for the creation of a mapped, sign-posted traffic-free route from Dalbeattie to the Colvend coast. The total cost was £190,000 with the completed project opened in 2015 by Scottish Government ministers.

The South of Scotland Enterprise Agency's Operating Plan for 2021-22 includes the following objectives all of which have resonances in the aims and objectives of the RAW project:

- attracting visitors to the area;
- encouraging innovation;
- growth, job creation and business start-ups;
- promoting the environment and landscape of the area;
- working with communities;
- supporting communities and their acquisition of assets;
- improving skills and attainment;
- addressing demographic challenges;
- tackling inequalities.

Scotland's Forestry Strategy 2019-29 encourages more people, communities and businesses to make use of our forests and woodlands. It seeks the increasing use of forests and woodlands to improve the population's health and wellbeing, the encouragement of children to play and learn in forests and woodland and the availability of education and skills training in forest related activities.

Dalbeattie Forest is used extensively by the local population and visitors for walking, cycling, scrambling and orienteering and regularly hosts the Scottish Cross Country Mountain Bike Series. The RAW project builds on these established activities through the new facilities and accommodation to be made available. Active travel is a core component of Transport Scotland's strategy. Developing an Active Nation. It recommends walking and cycling for short journeys to replace car use. RAW will give local, regional and national support to such an aim by acting as a local walking and cycling centre.

Common to all parties - Scottish Government, Dumfries & Galloway Council, NHS Dumfries & Galloway and the South of Scotland Enterprise Agency - is the importance of growth and renewal in the wake of the Covid epidemic which has had such a damaging impact on communities, on local and national economies, on the physical and mental health and well-being of residents, and on education and skills development.



Scotland's Place Principle set out by Scottish Government shows national commitment to work with communities in a joint and collaborative process.

We recognise that:

- Place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them
- A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

The Principle requests that:

- All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places.

Utilising the place-making process we will take the opportunity to create civic spaces, from the spaces between the old school buildings, establishing a place to meet, a place to pause and a place to celebrate in. We believe the significance of place-making plays an important role in building the self-esteem of our community and the potential for intergenerational shared space.

RAW builds on a well-established background of Dalbeattie as a destination for outdoor activity. It addresses a number of gaps in current provision, most notably for visitor and group accommodation attached to these activities. It will provide a focal point for the community as well as a unique visitor destination. It is closely aligned to national, regional and local priorities and will contribute significantly to community regeneration while creating a flagship facility to support the move towards sustainable, low carbon travel and a healthier lifestyle.



4. USERS AND COMPETITORS

The range of activities allied to the flexible and affordable accommodation proposed for the RAW facility mean that it will appeal to a broad body of potential users.

The marked increase in enthusiasm for and involvement in outdoor activities and particularly in cycling and walking as a result of the Covid pandemic and the focus on more active and healthier lifestyles has created a large market. Health and wellbeing activities are open to and of benefit to all ages with little prohibitive costs attached to them.

The RAW project has set its sights on attracting:

- individuals who wish to spend time on active pursuits in attractive countryside with ready access to forests, hills and the coast;
- families who wish to involve themselves similarly as a family unit in such activities as part of a family holiday;
- groups with shared interests who are seeking an active break, short or longer-term;
- more seriously involved athletes who are looking for a training camp;
- school parties for day, weekend or longer outdoor education sessions;
- uniform organisations such as scouts and guides as part of their group programmes;
- those involved in, for example, Duke of Edinburgh Award, Prince's Trust schemes;
- people seeking training qualifications in outdoor pursuits;
- local individuals and groups who require a base for their activities, including classroom -based elements;
- those who are looking for more than a base and want skills training and/or introduction to new activities.

The accommodation is sufficiently flexible to meet the needs of each of these users, group and individuals.

The activity centre will not be a threat to already established businesses in the area nor, in turn, will it be threatened by local competition. Indeed, the expectation is that it will attract such numbers that will generate additional interest and business.

In terms of accommodation and meal provision, catered accommodation in the immediate area is very limited comprising three hotels with letting rooms and 2 guest houses. The majority of accommodation is in holiday house lets, camping and caravan sites and chalets/lodges. There is no hostel-type provision and most of what is available is not targeted either in facilities or cost at the customer base envisaged for RAW.



The surrounding area offers a host of outdoor opportunities in terms of walking and cycling trails, hill climbs and scrambles, forest and woodland activities, coastal and water-based pursuits without currently having the necessary organisation, back-up and support to have these assets fully utilised.

There are a few individual providers of guided cycle tours and the Galloway Activity Centre on Loch Ken, 20 miles from Dalbeattie, has a climbing wall but its principal focus is on water-based activities. Abernethy Barcaple, 15 miles from Dalbeattie, is a Christian residential outdoor centre which offers a range of activities including climbing and mountain biking with overlaps with the provision planned by RAW. However, the potential market is so large and the opportunities available so broad and varied, that there is no doubt that there is ample space for both providers.

Further afield, but within our region, is Manor Adventures in Lockerbie. They are a large 500 bed outdoor activity centre who specialise in school groups. Their success shows how well our rural region lends itself to the outdoor activity market. In the case of Manor Adventures and Galloway Activity Centre, all activities are onsite; we are offering an alternative adventure stay, where visitors can take advantage of our onsite facilities but this will be complemented by organising pursuits out with the site encouraging visitors to explore the whole region and providing an endless assortment of choice to tailor programmes specifically to each group/individual.

RAW will fill a major gap in current provision in the area and will do so without impacting adversely on present providers. It will draw on an ever-increasing body of people keen to participate in outdoor activities in the countryside and on the coast and in doing so will bring benefit to the area as a whole and to those who at present draw their livelihood from it.



5. MANAGEMENT AND MONITORING MODEL

The management structure for this multi million pound project has been given careful consideration. A tiered framework for scrutinising and managing the various stages has been put in place.

Tier 1: Project Owner – Chair of Dalbeattie Community Initiative- taking direction from the Board of Dalbeattie Community Initiative

The main responsibilities of the Project Owner are:

- Oversee the preparation of the business case and budget for the project, ensuring the proposals are realistic and meet the business needs and objectives.
- Establish an appropriate organisation structure and the necessary communication processes.
- Ensure that users and other stakeholders are involved in and committed to the project.
- Appoint a Project Sponsor and provide the terms of reference.
- Establish a progress and reporting procedure, ensuring that any changes in circumstances, particularly the exposure to risk, affecting the project are evaluated and appropriate action taken.
- Approve any changes to the scope of the project, ensuring that any which impact on time, costs or objectives are assessed and reported to the Board as appropriate.

Tier 2: Project Sponsor- Lead Volunteer of Rocks and Wheels- taking the views of the Rocks and Wheels Steering group.

The RAW steering group consists of local volunteers from various backgrounds including, Architecture and Design, Project Management, Health, Education, Social Services, Engineering, Facilities Management, sport enthusiasts and management roles and are assisted by staff of the Initiative.

The Project Sponsor will undertake the role of Dalbeattie Community Initiative's representative, acting as a single focal point for day to day management of the Initiative's interest in the project.

The main responsibilities of the Project Sponsor are:

- Agree a statement of need and project objectives with the project owner. Co-ordinate and rationalise the requirements of all the end-users in developing the project definition, design brief, owner objectives and success criteria for the project.
- Ensure a proper appraisal of the project takes place engaging legal and financial advice where necessary. Secure the appropriate authority for expenditure. This will involve developing the project with all necessary financial and other justification to that stage where it can be confidently submitted for approval. In a timely manner co-ordinate the necessary documentation and present for approval.
- Undertake, with appropriate professional advice, the commissioning of those professional services required to deliver the project. This will include obtaining tenders for professional design team services and the appointment of the selected consultants. In conjunction with the project manager ensure that these various groups are welded into a team motivated to meeting the success criteria of the project. Ensure that the roles, responsibilities and delegated financial (and other) authorities for each key member of the project team are clearly defined.



- In conjunction with the project manager, ensure compliance with all relevant legislation and good practice, covering the procurement of supplies, services and construction works. Ensure compliance with Health, Safety and other relevant legislation.
- With the assistance of the project manager, prepare and obtain approval from the project owner for a detailed on-going project execution plan,
- Ensure the installation and operation of a communication and control system to inform management decisions throughout the life of the project. Ensure stringent costs, content and change control procedures are utilised during project execution (particularly by the project manager). This includes maintaining records for audit purposes, quality control, etc. If it becomes apparent that the project budget will require to be increased then authority should be obtained in good time.
- Be aware of tools available to improve cost-effectiveness of projects, such as risk assessment, in-project reviews, value engineering and life cycle costing and sustainability issues, and ensure that these tools are applied by the project manager.
- Monitor carefully through progress reports and review proactively project progress with the project manager, intervening as necessary through him whenever the project is perceived to deviate from the established plans (such as on cost, content time and quality).
- Make promptly or obtain those decisions necessary to ensure that the project success criteria are attained. In particular, exert stringent, formal control over all decisions involving material variations and changes in scope to the currently approved project. Where such decisions affect project costs or content, ensure adequate justification is provided, and approval obtained from the project owner, where the effect of such changes exceeds his or her delegated authority. In the event that changes are approved, then ensure project budgets and programmes are adjusted accordingly.
- Establish the limits of authority delegated to the project manager and ensure that effective change control and monitoring procedures are put in place to ensure adequate cost control is exercised.
- Ensure that satisfactory arrangements are established for financing the project to ensure that money is always available to meet timeously the demands of the project. Ensure suitable resources are in place to achieve the necessary level of fundraising to deliver the project. Ensure systems are in place to enable all monies to be paid on due dates according to the terms of contract and compliance with the policy on prompt payment.
- Ensure that any technical and financial audits of the project are implemented at the pre-planned strategic stages of project execution. Take any necessary corrective action resultant upon the findings of such audits.
- Plan the organisation and resources needed to execute both the pre-start up testing and the commissioning of the completed project.
- With the project manager, review the handover documentation and operating instructions requirements of the project and ensure these are prepared and delivered on schedule.
- Ensure the production of a post project evaluation report analysing the progress of the project, noting whether the project has satisfied user requirements, highlighting any lessons to be learnt and any recommendations for efficiency improvement of future projects of a similar nature.

Tier 3: Project Manager- Will be appointed alongside the Design Team

The main responsibilities of the Project Manager are:

- Provide professional and technical services to the Project Sponsor and Owner in all aspects of project management and development.
- Prepare the brief for designers (using professional advice where appropriate).
- Develop and implement systems to ensure effective management and financial control of the project in order to maximise efficient use of funds.
- Ensure effective compliance of the project with statutory standards and directives.



- Prepare the project brief for the design team, including operational policies, room data sheets, etc.
- Advise the Project Sponsor and manage the appointment of consultants and contractors appropriate to the chosen procurement route.
- Prepare and manage a Project Execution Plan governing the project strategy and organisation.
- Develop a detailed equipment list and manage the specification, purchase and installation of equipment for the project.
- Ensure that variations and the scope of changes are adequately costed before approving them, or submitting them to the Project Sponsor for approval.
- Develop and implement throughout the life of the project, a communication and control system to ensure sound and regular reporting including the periodic review of risk assessment.
- With the Project Sponsor, evaluate and report on the performance of the completed project.

Governance and Management of Rocks and Wheels

After taking advice from Development Trust Association for Scotland (DTAS) and speaking with other development trusts it was agreed in order to best manage the centre the following business model will be adopted:

- Dalbeattie Community Initiative will be the transfer body and subsequent owner of the buildings and site.
- The Initiative will then manage and control securing the funding package, and the redevelopment work will be overseen by the DCI.
- DCI will then set up a subsidiary trading company limited with shares, of which the DCI will own 100% of shares, thus becoming the parent company to the trading arm.

This trading company will take management on day 1 of trading.

The DCI will recruit a board to manage the trading arm and a representative from this board will report back to the Initiative directors regularly.



6. BUILDINGS AND CAPITAL DEVELOPMENT

The closure of the former Dalbeattie Primary School offers a great opportunity to obtain and repurpose a public building in an excellent location for a community facility that the public feel would augment and develop the excellent resource of the Town Park and forest.

To deliver this aim the site would be taken back to mainly original granite structures which will retain the most attractive buildings and preserve the heritage of the original 1876 School and the Category C listed elements.

By using the school site in this way it links the town centre, through the park, to the school grounds and directly into the town wood which opens up the 7stanes cycle paths and forest routes to the Colvend and Solway coast.

The link building between the main school hall and the proposed hostel building will be retained and substantially refurbished to form a spacious main entrance foyer and reception space. The granite building furthest East on the site will be altered and refurbished to form the residential accommodation of up to 60 beds in various configurations. Ensuite rooms with bunks for between 4 and 8 people will be arranged around a central communal space in a way that offers good sound insulation for those retiring from the social activities.

The existing school hall and surrounding rooms will form the main activity spaces. The main hall, which incorporates the attractive granite bell tower, will contain the indoor bouldering walls for climbing and traversing which will be suitable for all categories of participants.

The former kitchen and adjacent classroom will be refurbished to create a commercial kitchen and refectory. The kitchen will be ideally located to serve the various spaces which could be utilised by groups that may require catering.

There will also be a Cafe and Park Kiosk in the space to the north of the main bouldering hall. This will be suitable for bouldering and biking parties and casual visitors as well as those making use of the pump tracks. The planned ambience would be that of a clubhouse for meeting with friends before or after activities take place and for family to relax while waiting on the participants. An outside terrace will be created as a spill-out from this area with an elevated view of the pump track which will also take advantage of the extended view over the park and town.

An all ability pump track is to be constructed on former school playing fields which will be an exciting destination attraction in its own right but will also help people build their skills for use on the mountain bike trails and offer fun activities for mountain biking parties resident at the centre.

The pump track will be designed in such a way that it will have loops suitable for all abilities, including nursery and competition.

A variety of bike hire, cleaning, storage and repair areas will be created as well as drying facilities for outdoor clothing. Administration accommodation will also be provided.

The condition of the existing granite buildings was sound when the school relocated in 2017. Since then there will have been some deterioration but the condition remains fair. Asbestos reports are available and initial ecological surveys have been carried out. Investigations into the condition of the playing field land and ground below the stand alone nursery school, which was a historic land fill site, have been carried out. All of these have informed the cost estimates prepared for the proposed works.

In refurbishing the existing buildings measures will be taken to reduce energy usage wherever possible. LED lighting and localised heating plant will be utilised. Air, water and ground source heat pumps will be investigated.

A later phase of the project is the development of the other granite building as a general purpose community wing with classroom/meeting room/exhibition/activity spaces. Along with the continued development of the outdoor space it is planned to enhance the landscaping, create outdoor event space and Amphitheatre style seating. There is also scope in future phases to increase the accommodation available by constructing up to 10 chalet/cabins for self-catering lets. These could be built on the site of the existing standalone 1970s nursery building which requires to be demolished.



7. FINANCIAL FORECASTS

Tektonika Architects Ltd and McGowan Miller construction consultants worked together to generate capital budget costings at feasibility stages and based on our design proposal. Farries Kirk And McVean accountants reviewed and advised on the Income and Expenditure summary which has been developed to show estimate of Year 1 through to Year 5 of the running project.

DCI will take a pragmatic and flexible approach to allow the project to evolve depending on demand and creation of usable profit to reinvest into the site, ensuring the project remains flexible and able to cater to our community's future needs.

Proposed Capital Build budget – *based on design brief from Tektonika Architects Ltd and McGowan Miller Costings:*

Project Content	Allocated Budget (£)
Site Preparation and Access	20,000
Demolition and Downtakings	240,000
Hostel incl furniture and fittings	1,400,000
Link Building	250,000
Kitchen and Refectory	350,000
Main Building to include: Indoor Bouldering with central feature Administration offices Café Park kiosk	350,000
Training/meeting/community rooms with central admin space	200,000
Pump Track	250,000
Public Realm hard landscaping	190,000
Street lighting and street furniture	40,000
Tree planting and woodland management	15,000
Grass planting	5,000
Drainage and Utilities	75,000
	3,385,000
Preliminaries	320,000
Allowance for inflation (3years at 3%)	343,550
	4,048,550
Contingencies/Risk 15%	607,282
Sub-Total	£4,655,832
Furniture and Fittings	100,000
Equipment (bikes, service stations, etc)	100,000
Branding and Marketing team (1year engagement during construction prior to opening)	100,000
PROJECT TOTAL	£4,955,832



INCOME AND EXPENDITURE SUMMARY:

I&E Y1-Y5	Year 1	Year 2	Year 3	Year 4	Year 5
Carried Forward *	-£40,000.00	£46,363.70	£141,875.68	£247,166.83	£363,037.08
Income					
Hostel room only (1)	£228,088.50	£239,492.93	£251,467.57	£264,040.95	£277,243.00
Refectory full board food element (2)	£182,536.50	£191,663.33	£201,246.49	£211,308.82	£221,874.26
Pump Track private hire (3)	£2,400.00	£2,520.00	£2,646.00	£2,778.30	£2,917.22
Pump Track coached sessions (4)	£6,930.60	£7,277.13	£7,640.99	£8,023.04	£8,424.19
Bouldering private hire (5)	£3,600.00	£3,780.00	£3,969.00	£4,167.45	£4,375.82
Bouldering public sessions (6)	£45,815.00	£48,105.75	£50,511.04	£53,036.59	£55,688.42
Café and Kiosk (7)	£39,000.00	£40,950.00	£42,997.50	£45,147.38	£47,404.74
Room Hire (8)	£14,607.30	£15,337.67	£16,104.55	£16,909.78	£17,755.26
Shop (9)	£54,778.50	£57,517.43	£60,393.30	£63,412.96	£66,583.61
Courses with in-house coaches (10)	£10,400.00	£10,920.00	£11,466.00	£12,039.30	£12,641.27
Total generated income	£588,156.40	£617,564.22	£648,442.43	£680,864.55	£714,907.78
Expenditure					
Kiosk & Catering Supplies (a)	£15,600.00	£16,380.00	£17,199.00	£18,058.95	£18,961.90
Wages (b)	£291,188.48	£309,387.76	£327,587.04	£345,786.32	£363,985.60
NI employer contr (b)	£21,090.40	£22,408.55	£23,726.70	£25,044.85	£26,363.00
Pension employer contr (b)	£4,451.86	£4,730.11	£5,008.35	£5,286.59	£5,564.83
Staff Training (c)	£10,000.00	£10,300.00	£10,609.00	£10,927.27	£11,255.09
Staff Travel (d)	£1,500.00	£1,545.00	£1,591.35	£1,639.09	£1,688.26
Insurances (e)	£13,200.00	£13,596.00	£14,003.88	£14,424.00	£14,856.72
Heat & Light (f)	£20,000.00	£20,600.00	£21,218.00	£21,854.54	£22,510.18
Water Rates (g)	£1,200.00	£1,236.00	£1,273.08	£1,311.27	£1,350.61
Building & Site Repairs (h)	£5,000.00	£5,150.00	£5,304.50	£5,463.64	£5,627.54
Equipment Repairs (i)	£2,500.00	£2,575.00	£2,652.25	£2,731.82	£2,813.77
Stationery & Postage (j)	£480.00	£494.40	£509.23	£524.51	£540.24
Communications (k)	£1,800.00	£1,854.00	£1,909.62	£1,966.91	£2,025.92
Waste collection (l)	£4,024.86	£4,145.61	£4,269.97	£4,398.07	£4,530.02
Computer and Software (m)	£3,600.00	£3,708.00	£3,819.24	£3,933.82	£4,051.83
Laundry and Cleaning supplies (n)	£6,000.00	£6,180.00	£6,365.40	£6,556.36	£6,753.05
Shop Stock purchases (o)	£32,867.10	£33,853.11	£34,868.71	£35,914.77	£36,992.21
Repairs and Renewals (p)	£6,000.00	£6,180.00	£6,365.40	£6,556.36	£6,753.05
Advertising & Marketing (q)	£4,800.00	£4,944.00	£5,092.32	£5,245.09	£5,402.44
Accounting Fees (r)	£16,800.00	£17,304.00	£17,823.12	£18,357.81	£18,900.19
Depreciation (t)	£30,000.00	£25,500.00	£21,675.00	£18,423.75	£18,976.46
Bank Charges (u)	£960.00	£988.80	£1,018.46	£1,049.02	£1,080.49
General Expenses (v)	£3,000.00	£3,090.00	£3,182.70	£3,278.18	£3,376.53
Card Payment processing (w)	£2,400.00	£2,472.00	£2,546.16	£2,622.54	£2,701.22
Overdraft interest (x)	£3,330.00	£3,429.90	£3,532.80	£3,638.78	£3,747.94
Total Expenditure	£501,792.70	£522,052.23	£543,151.28	£564,994.31	£587,569.10
Profit or Loss	£46,363.70	£141,875.68	£247,166.83	£363,037.08	£490,375.76

During the last 12 months of capital build we plan an aggressive marketing and branding strategy that will allow for the project to be running from day 1 of opening. It is also anticipated that in order to ensure the site is set up and staff are trained accordingly the board will start recruitment up to 6 months prior to the opening date, allowing all staff to be on premises 6 weeks prior to day 1 of trading.* Recruitment and 6 weeks salaries will cost around £40,000 – these costs can be alleviated by applying for grant funding for first year training costs or a business overdraft facility could be accessed and this option has been illustrated in the income and expenditure spreadsheets. Breakdown of proposed staffing and structure can be found at Appendix E.

Income and Expenditure information details:

Income Information

Calculations are based on 50% usage for Y1 - then target increase income of 5% each year.

- 1) 60 beds at average 50% occupancy over the year charged at £20.83pppn excl VAT (£25 pppn incl VAT) 10950 residents (30 beds x 365 days)
- 2) presuming 50% (of the 50% occupancy level) residents are full board with food element additional £33.34pppn excl VAT (additional £40pppn on top of £25 room charge) 10950 residents/2 x 33.34
- 3) private hire for parties, groups, and events without coaching twice a month at £100 excl VAT each hire (£120incl VAT)
- 4) coached sessions 2hrs/day 4days a week = (8hrs @£8.33/hr excl VAT)x 52 wks = £3465.28/yr 8hrs 1 day a week (ie Sat) = £3465.28
- 5) private hire for parties, groups, and events with supervision twice a month at £150excl VAT each hire (£180incl VAT)
- 6) averaging 20 persons visiting each day 75% of the year (275 days) = 5500 visits/yr charged entry £8.33 excl VAT (£10incl VAT)
- 7) 60 seat cover (40 indoors + 20 outdoor) at average 50% covers - 30 covers 5 days/week over the year (260 days) = 7800 persons with anticipated average spend of £5.00excl VAT (£6.00incl VAT) per person
- 8) 3 rooms each hired average of 2hrs each day charged at £6.67/hr excl VAT (£8.00incl VAT)
- 9) 16450 individual visitors (residents + bouldering centre number) over the year with anticipated average spend £3.33/person excluding VAT (£4.00incl VAT) averaged.
- 10) delivery of 2 training sessions in various disciplines each week = 104 sessions each year anticipated income of £100/session excl VAT (6persons @ £20/person incl VAT)

Expenditure Information.

Costs based on whole centre running regardless of usage levels Y1 costs verified as below Y2-Y5 increasing by 3% each year to allow for inflation, with exception of staffing starting at 80% proposed staffing increasing by 5% with aim of growing the workforce each year.

- a) 40% of café sales - industry standard as advised by FKMcv
- b) refer to staffing breakdown sheet at appendix E
- c) verified by FKMcv as reasonable
- d) verified by FKMcv as reasonable
- e) cost advised by FKMcv and in line with another residential activity camp in Scotland
- f) cost advised by FKMcv and based on other large premises within the area.
- g) verified by FKMcv as reasonable



- h) verified by FKMCV as reasonable
- i) verified by FKMCV as reasonable
- j) verified by FKMcV as reasonable
- k) verified by FKMcV as reasonable
- l) costs based on purchase of DGCouncil bins and current waste collection costs
- m) cost advised by FKMcV booking system, website running cost
- n) cost advised by FKMcV and in line with another residential activity camp in Scotland
- o) 60% of sale income - industry standard for retail
- p) cost advised by FKMcV
- q) assigned budget amount
- r) £400 for day to day bookkeeping, payroll and VAT verified as reasonable by FKMcV - £10000 / annum to finance auditing for both companies accounts
- s) FKMcV there should be no need for legal fees
- t) based on depreciation rate of 15% for fixtures and fittings and equipment
- u) cost advised by FKMcV
- v) assigned budget amount
- w) cost advised by FKMcV for card payment processing
- x) £600 overdraft set up fee based on 1.5% charge of £40K then 12% interest charge/month

As can be seen from the projections at the end of year 3, profit levels bring the potential for significant reinvestment of the site and project services along with achieving the aim of providing a sustainable income for the Initiative and excitingly, enable the Initiative to instigate and develop further community social enterprise projects without reliance on public grant funding.



8. FUNDRAISING STRATEGY

To date the project has been supported by several funders:

- 2017-2020 Scottish Government's Strengthening Communities Programme granted £77,290 for the engagement of CEIS to develop the project vision and assist with feasibility, for engagement of development officer for 3years, and appointment of various consultants to provide all essential survey work.
- April 2018 Peoples Project Trust donated £1000 for development and running of Rocks and Wheels Website.
- November 2018 Just Enterprise granted '8 days' service to assist with developing financial forecast spreadsheet.
- January 2020 Dumfries and Galloway Council's Town Centre Fund £29,690 was granted for ground survey work and the engagement of architect to manage this work.

SOSE have been supporting the development of the project's business plan and have expressed interest in financial support for the capital build stage.

During the CAT 2 stage submission applications to fund the design stage and bring on a funding consultant will begin. Initial discussions have been opened with Creetown Initiative who provided a quotation for this type of funding consultant support. We have engaged a project officer to undertake this work over the next 6 months.

The capital project of £5million will require the support of a raft of funders local and national. Contact and research will begin once a funding consultant or officer can be put in place. To date the following funding agencies have been identified as possible future funders for the project: Platinum Jubilee Fund, Robert Barr Trust, D&G Region wide Community Fund, Wolfson Foundation, Young Start, Heritage Fund, Henry Smith Charity, Esmee Fairburn Trust and The Tudor Trust.

Funding Targets:

April 2022 - March 2023

£43,980 for project developer, funding officer, office overhead contribution, community consultation, learning exchanges and visits, website costs, meeting space and market research consultant.

August 2022 - July 2023

£340,000 Detailed Design and Project Manager appointment

April 2024

£5million capital funding secured to start construction.



9. MARKETING STRATEGY

Market research for the feasibility study showed that many residents supported the idea of an activity centre and hostel in Dalbeattie which would be used by locals and also attract visitors to the town. The redundant Primary School was viewed as an ideal location utilising the iconic granite buildings which have been an integral part of Dalbeattie's history since 1876.

Dalbeattie is a popular destination for holiday makers being an excellent base for travelling within Dumfries and Galloway and located just 3 miles from the coast. It was marketed in the 60's as the Capital of the Colvend Coast. It does however lack a focal point to draw visitors to the town. Although there are a number of caravan parks and some self-catering accommodation in the area there is a distinct shortage of hotels/bed and breakfast properties and nowhere for larger groups or organisations to stay.

The close proximity of the buildings to Dalbeattie Forest, one of the 7stanes, and the popularity of cycling in general led naturally to the decision to create a centre with cycling facilities.

Bouldering is becoming the next big fitness trend as it combines physical strength, technical and problem solving skills. It has both mental and physical health benefits and is popular with climbers and beginners alike.

The centre will also highlight Dalbeattie as a destination for visitors from across Scotland, the UK and in key international markets not just for cycling and bouldering but many other outdoor activities. Our region is rich in outdoor pursuits including, but not exclusive to, the following: cycling, walking, running, orienteering, sailing, kayaking, rock climbing, canoeing, golf, shooting, fishing, wildlife watching, yoga, and gliding.

In general our marketing strategy aims to:

- Build the profile of the centre as an attractive place for local people to visit, socialise and enjoy the facilities.
- Attract younger visitors to the centre to experience the onsite bouldering and cycling facilities.
- Provide much needed affordable accommodation for groups, families and organisations.
- To promote the area in general not just the centre.

DCI has various channels for communicating with the local community, including the website Dalbeattie Matters which is regularly updated with local events and news and dedicated social platforms for the Rocks and Wheels project.

Our Customers

- The local community will use the centre to meet, use the café, hold events and social gatherings.
- Local residents will use the facilities – pump track, bouldering, and café and spectator platform.
- Budget conscious individuals, families and groups using the accommodation and facilities to enable them to participate in locally available diverse activities such as cycling, walking, orienteering, sailing and golf etc.
- Organisations / Companies using the centre for bonding sessions, utilising the additional rooms for seminars and training.



Branding

- Our USP (Unique Selling Point) is the originality of the project providing much needed accommodation and access to activities on site whilst making the most of all the local area has to offer irrespective of age or inclination.
- Our Rocks and Wheels logo instantly says what the project is all about; however this could be reinforced by the strapline – A Centre for Adventure!
- Once finalised our logo will be prominent on all marketing materials and will become instantly recognisable providing consistency across all mediums.

Marketing strategy

Website

The current website will continue to be updated with progress to maintain and stimulate interested parties with intense marketing commencing approximately 12 months prior to the centre opening to ensure that we hit the ground running and start with a core number of visitors.

Often the first source of information for visitors, the website should be original, eye catching, easy to navigate and enable direct bookings at a time to suit the individual. Customers who find a facility online usually want to book online.

The website will:

- Display live rates and availability.
- Allow secure online payment.
- Highlight special offers and ensure they are clearly described.
- Create a BLOG to engage with potential visitors, updated frequently with fresh content.
- Include reviews and reply to each review with personal comment.
- Provide links to other relevant activity websites both locally and nationally.
- Create a profile for accommodation on key booking platforms – Booking.com, Airbnb, Trip Advisor, Hostelng websites and Visit Scotland etc and utilise a channel manager such as Free to Book to manage bookings.
- Seasonal web advertising campaigns to especially tie into local events and trends throughout the year – for example Hardrock Challenge and Dalbeattie Walking Festival, and Solway Yacht Club Sailing Regatta.

Social Media

Facebook, Twitter, and Instagram will be used to drive visitors to the website – not a hard sell but used to engage with past and future guests. Good quality posts will have a greater reach and result in more visitors. Social media to update on future plans, local suppliers for the café, special offers and events

Email

Email will be used to build a database of potential customers using already acquired email addresses; develop a newsletter or similar and build on database to attract repeat custom.

Press

High profile stories will be provided to the local press to keep the community engaged and up to date.



10. RISK MANAGEMENT

Every activity we undertake as organisations and individuals has risks associated with it, including the events in our own lives. It is how we recognise and manage these risks that will contribute to a successful project to the benefit of the people of Dalbeattie and the surrounding area.

This section seeks to identify the major risks which may be encountered during the Asset Transfer phase of the project and considers what actions can be taken to reduce or eliminate the impact of these risks, should they occur.

A number of risks which have been identified to the wider project following Asset Transfer are also included. It makes sense to record a Risk as and when it is identified.

As part of the Monitoring activities of the project a Risk Register will be created. The planning process for each stage will identify the Risks relating to that phase and subsequent phases. These Risks will be assessed and entered onto the Risk Register. The Register will be actively reviewed and updated on a regular basis.

The table below considers the identified Risks using a straightforward methodology as follows:

<u>Risk</u>	An event which may occur, adversely affecting the project.
<u>Impact</u>	Estimates the level of damage the event might inflict on the project using a numerical scale. 1 – very minor, 2 - minor, 3 - considerable, 4 - serious, 5 - very serious.
<u>Possibility</u>	Estimates the likelihood of the event occurring. 1 - very unlikely, 2 - unlikely, 3 - possible, 4 - very possible, 5 - almost certain.
<u>Score</u>	The Impact value multiplied by the Possibility value gives an indication of the overall severity of the Risk.
<u>Mitigation</u>	The actions that will be, or have been, undertaken to reduce or eliminate the Risk.
<u>Scores after mitigation</u>	Estimates the effect of the Mitigation measures on the Impact and Possibility values and thus on the overall severity of the Risk.



Risk	Impact	Possibility	Score	Mitigation	Score after mitigation
Asset Transfer					
Asset Transfer bid fails, Steering Group capability believed to be lacking	5	3	15	Recently recruited 3 new members, adding building project management, local government and high level HR strategy and recruitment experience.	5 x 1 = 5
Asset Transfer bid fails, Business Plan believed to be 'not credible' Scored before current re-write	5	4	20	Actions already taken - early drafts reviewed by Steering Group and external assessors SOSE, Creetown Initiative, Ward Officer resulting in major re-write.	5 x 2 = 10
Asset Transfer bid fails, funding sources for next stage not identified	5	2	10	£111,980 secured up to Dec '21, £107,816 spent up to Dec '21. Funds for 2022 determined and being sought.	5 x 1 = 5
Asset Transfer granted with conditions	4	3	12	Steering Group review conditions, make recommendation to DCI directors to accept and proceed or terminate project.	N/A
DCI Directors vote against Asset Transfer and terminate project	5	3	15	Establish a separate company to develop and run RAW, to ensure that DCI viability cannot be threatened by any failure of RAW. Professional advice being sought.	5 x 1 = 5
Post Asset Transfer					
Unable to secure funding	5	3	15	Project re-configured into phases which can be delivered as funding is secured. Phases do not have to be sequential. Need for Funding Officer identified and costed into 2022 funding target.	5 x 2 = 10
Site ground faults encountered	3	3	9	From local knowledge part of site is historical landfill. Site survey undertaken, report available.	3 x 1 = 3

Risk	Impact	Possibility	Score	Mitigation	Score after mitigation
Faults in existing buildings encountered	4	3	12	Full measured survey undertaken, reports available. Obtain realistic estimates for building work, expect some issues, allow contingency.	2 x 3 = 6
Hostel opens but revenue does not meet expectations	5	3	15	Market Research to be commissioned during 2022 Design Phase – may influence the design. Marketing campaign to start as building work begins.	5 x 2 = 10
Objections raised to Planning Application(s) by local residents	3	3	9	Keep residents informed of project progress by running further public information events.	3 x 2 = 6
Unable to identify suitable Design Team	5	2	10	Quantity Surveyor company already involved	5 x 1 = 5
Difficulties identifying suitable building contractors	5	2	10	Circulate Request For Tenders to local firms, then wider.	5 x 1 = 5
Contractor goes into liquidation during build	5	2	10	Take professional advice on how to protect the project from this eventuality, possibly by means of suitable insurance.	5 x 1 = 5
Difficulties recruiting sufficient quality/quantity of staff to run the Hostel and other facilities	3	2	6	Recruit Centre Manager at an early stage to give ample time for recruitment and training.	3 x 1 = 3
Vandalism on site during build phase	3	1	3	Discuss possibility with contractors; make suitable provision for site security.	2 x 1 = 2
Vandalism/criminal activity when centre in operation	3	1	3	Dalbeattie is generally a low crime area. Consider installation of CCTV covering all public areas both inside and outside.	2 x 1 = 2

Current DCI Projects and Work for 2021/22

In order to achieve our vision and main aims we plan to deliver the following projects:

1. Preloved Charity Shop – The source of income generation.

- I. Provide vital income to assist in the Initiative's other activities – target income of £12,000.
- II. Continue to provide volunteering opportunity to approximately 20 volunteers
- III. Offer a valuable recycling facility for Dalbeattie Community to reduce our community carbon footprint and move towards zero waste.

2. Visitor Information Point at Initiative Shop

- I. Provide local interest information, directions and knowledge on points of interest – target income of £6000.
- II. Encourage tourism in our local area, signpost to local businesses and attractions.
- III. Offer a platform for local crafters to sell their products, creating a connection for them to the local community and market their goods to visitors.
- IV. Provide part time employment to VIP manager.
- V. Provide volunteering opportunity to approx. 15 volunteers.

3. Dalbeattie Walking Festival

- I. 4 day walking event – covering walks across the Stewartry and including Mable Forest.
- II. Serve as an event to attract visitors to the area and discover the wider area.
- III. Give locals easy access to fitness, the outdoors, and make connections to local walking groups for healthier lifestyle.
- IV. Volunteering opportunities for 25 people and providing them with training and experience. Aim to provide further first aid training and walk leader training opportunities to the walk leaders and marshals.
- V. Target to attract 300 people to the event annually.
- VI. Work with Stewartry Ramblers, Dalbeattie Community Forest Partnership, and Dalbeattie Community Bus.

4. Kippford Slipway and Pontoon

- I. The continued maintenance and financial management.
- II. Provide access to the sea for all of the community and tourists.
- III. Maintain and improve infrastructure to allow development for recreation and business centered on access to the sea.
- IV. Work in partnership with Solway Yacht Club and RNLI on community events and services.
- V. Volunteering opportunity for 5 persons to manage the slipway and pontoon.

5. Hardrock Challenge

- I. 2 day cycling and running – duathlon event. Held in Dalbeattie Forest and on 7stanes mountain bike track.
- II. Provide an event for whole community to participate.
- III. Serve as an event to attract visitor to the area.
- IV. Encourage development of sport and achievement.

- V. Target 250 adult participants, 180 junior participants and approximately 50 volunteers.
- VI. Supported by sponsorship of around 20 local businesses.

6. Musical Minds

- I. Monthly event held in Dalbeattie Parish Church hall.
- II. Provide musical entertainment and participation for the elderly in our community, with specific benefit to those suffering Alzheimer's and dementia.
- III. 40 people attend with care givers each month.
- IV. Musicians and refreshments are delivered by a group of 15 volunteers.
- V. Aim to reduce social isolation and bring together those most vulnerable in our community.

7. What's On Guide

- I. To produce 80 copies per month, free to pick up in Dalbeattie detailing all clubs, classes, social events etc. happening in and around Dalbeattie.
- II. Encourage community participation in the events and clubs.
- III. Signpost for visitors to up and coming events that they can attend whilst visiting the area.
- IV. Inclusion of the guide on Dalbeattie Matters website.

8. Dalbeattie Matters Website and Facebook page

- I. To provide an online information website about all things Dalbeattie.
- II. Create a platform for businesses, clubs and organisations to share their information and news.
- III. Encourage engagement with the wider community and raise civic pride through sharing of stories and good news.
- IV. Aim to update the website to include, mapping, videos, improved graphics and search functions.
- V. Continue to increase the engagement on the Facebook page to ensure we are reaching the widest online audience possible.

9. Community Screens

- I. Produce a community slide show, 3 times a year to be shown across 5 screens in the community.
- II. The initial equipment was funded by Dalbeattie Lions Club who continue to be a champion of the project.
- III. Screens are located in Kinnaird's shop, Initiative shop, Library, Initiative office window and Craignair Health Centre.
- IV. Slides contain news, achievements, community information and school updates.
- V. The slides are researched and put together by senior pupils from Dalbeattie High School as part of a yearlong volunteering experience at Initiative main office.
- VI. The pupils are mentored by business manager and put their hours towards gaining Saltire Awards.
- VII. The aim is the pupils gain IT skills, communication skills, community engagement and work place experience along with the running of the screens providing information to our community contributing to raising civic pride.

10. Dalbeattie Ebike Project

- I. Aim of the project is to improve community health and wellbeing through introduction to cycling and to develop long term change towards more sustainable travel.
- II. Project will deliver led rides with varying levels of difficulty to introduce and encourage cycling in and around our area, both on and off road.

- III. Sustrans funding allowed for purchase of 8 bikes and Smarter Choices Smarter Places have been funding the project costs to date.
- IV. We are awaiting a decision to secure further funding from Smarter Choices Smarter Places.
- V. Continue to offer further training to the current volunteer ride leaders and train new ride leaders throughout this year.
- VI. Continue to provide part time paid Ebike coordinator position.
- VII. Increase participation level of users and introduce more rides as more ride leaders become trained.
- VIII. Develop phase two plan, looking at infrastructure, events, and the purchase of more bikes.
- IX. Project is supported by MPG cycles who have provided us with a cycle hub within their business grounds.

11. Solway Forest Red Squirrel Network

- I. Continued conservation of Red Squirrel in our area.
- II. Continue providing volunteering through this project, current number of volunteers involved is 25.
- III. Continue to raise awareness through leaflet production, community events and online communication.
- IV. Be actively involved in squirrel conservation in conjunction with Scottish Wildlife Trust's project Saving Scotland's Red Squirrel for example leading on the garden surveys for Dalbeattie and surrounding area.
- V. Develop processes and strategies to take on the responsibility for grey squirrel control in our area.

12. Christmas Lights for High Street and Event

- I. Continue to maintain and improve the Christmas Lights on Dalbeattie High Street. This includes putting up and taking down of Christmas lights and decorations; this includes real trees, festoon lighting, lanterns and lighting tree on Colliston park pond.
- II. Improving the infrastructure to allow for maximum impact over the festive period.
- III. Plan and coordinate a community 'switch on' event including street entertainment, late night shopping, free food and drink, Santa on the sleigh, and musical entertainment from local groups.
- IV. Work with Dalbeattie Lions Club and local businesses.
- V. Volunteer opportunity for 25 persons each year.

13. Rocks and Wheels

- I. Planned redevelopment of old primary school site into a multifunctional outdoor and activity Centre including hostel accommodation and community space.
- II. Move into CAT phase 2 towards ownership.
- III. Secure funding for continued engagement of project officer for further 12months.
- IV. Secure funding to support the business plan finalisation, design stage development and further community consultation.
- V. Aims of the project are to create a 21st century facilities available to the wider community, promote and encourage healthier lifestyle and wellbeing across the region, create training and employment, encourage destination tourism, act as a catalyst to regenerate the local economy and create financially stable future for our Company to the benefit of the community.

14. Solway Sportive

- I. Fundraising cycling event, promoting road cycling around the region. Three mapped routes of varying distance.
- II. Organised with support from the Rotary Club of Dalbeattie.
- III. Attract cyclists from Dumfries and Galloway and the wider area.
- IV. Target participants of 200 people and target to generate up to £1000 funds.

15. Dalbeattie Foodbank – part of Stepping Stones project

- I. In partnership with Castle Douglas Development Forum (CDDF) we will continue to assist to manage the Dalbeattie Foodbank. (current need for around 50 food and health parcels each week)
- II. Provide part time employed position as Foodbank coordinator.
- III. Ensure the service reaches everyone in need within the community.
- IV. Assist to secure funding for continuation throughout the year.
- V. Introduce 'start up' packs to give those in need some extra assistance when most vulnerable.
- VI. Introduce signposting to assist the most vulnerable to get out of poverty.
- VII. Sustain the volunteer group of 15 persons.

16. Marie Curie Field of Hope

- I. Continue to investigate securing the land for community use.
- II. Develop a plan of managing and improving the green space.

17. Burn Street Box Project

- I. New project for 2021/22. Creating a supply of equipment and mentoring program for young people in Dalbeattie.
- II. Tackle anti-social behaviour through creating positive change in the community.
- III. Develop the project plan, identify needs of the project, secure funding and train volunteers.

Open Office Service

Continue to provide printing and admin services to the community; in addition we will provide support, advice and signposting to community groups and individuals.

Working with Other Groups

Sustain working relationships with the wider community, community groups, D&G Council, local schools and businesses, including assisting with the management of Jas P Wilson's community pop up shop.

Volunteering

Continue to develop our essential volunteer base through all the project work.

- I. Improve our volunteer management.
- II. Improve opportunities for all our volunteers.
- III. Organise a thank you event to celebrate the commitment and achievement over the year.

Community Consultation Summary

Between October 2016 and January 2019, Rocks and Wheels have held a series of consultations ranging from public drop in, visits to local community groups, online surveys, and school presentations with the local High and Primary school. It was important to give the community an opportunity to voice their interests as to what they thought the town needed. There has been much support for the project, and the old Primary School sited in a prominent location in the town providing an ideal opportunity to establish a community activity centre which links many different aspects of the town together.

Back in **October 2016** we were interested in knowing what the community aspirations were and if a project could fulfil their needs. Posters and leaflets were distributed around the local area. The feedback was completed by email to Dalbeattie Community Initiative and on social media. Below are the top 14 suggestions in popular order.

Swimming Pool [73], Hostel [52], Bowling Alley [47], Arts Centre – performance & exhibition space [31], Extra Learning Facilities [29], Cottage Hospital [26], Club Base for local groups including Civic Daze [24], Sensory Area [24], Climbing Wall [23], Community Centre [23], Music Facilities [22], Café [19], Sports Facilities [16], Cinema [Multiplex] [13]

These responses opened initial conversations and discussions are what would be achievable.

In **January 2017** a more specific community consultation survey was devised to narrow down the wide variety of suggestions. This survey was well supported, with 550 responses (around 15% of the population). The results include Dalbeattie High School's contribution but not Dalbeattie Primary as they completed a simplified questionnaire; their responses were summarised separately.

The feedback – summary in table - was very positive and gave scope to discuss potential ideas for the unused site.

ANSWER	%TOTAL RESPONSES	% YES	% NO	% MAYBE
Sport & Activity	88.65%	95%	5%	0%
Arts & Music	70.53%	78%	20%	2%
Adult Learning Facilities	64.25%	69%	25%	4.5% (+1.5% unknown)
Visitor Accommodation	64.73%	68%	29%	3%
Clubs & Meeting Space	70.53%	80%	16.5%	3.5%
Cafe & Catering	67.39%	73%	23%	4%

A community Steering Group was put together and they had a few months to prove to the Council that they could take ownership of the school and could produce a sustainable plan to secure its use as a community asset for future generations. In **February 2017**, the DCI submitted a CAT1 application to the Council to express their interest in the site for community development.

After many discussions and taking the feedback from the online surveys, visual boards (two of four produced below) were created to present at two community engagement evenings held at the unused Dalbeattie Primary



School in September 2017. It was open to all members of the public and gave everyone the opportunity to meet the Dalbeattie Community Initiative Steering group behind the exciting new project. At the engagement evenings we took the time to talk to community members, explain the results of earlier consultations and discuss any further suggestions. We asked some very basic questions to ensure the steering group were developing the project in the right direction.

Results from the questionnaire are below:

Do you like the vision document that has been produced?

Yes – 39	No – 1 and 1 neither liked nor disliked
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Do you think we are on the right track?

Yes – 40	No - 1
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How would you like to be kept up to date with the project progress?

Email	Drop in Events	Facebook	Window display on High St
30	18	8	9

During 2018, a competition was launched to design a logo for Rocks and Wheels which was won by Millie Hird from Dalbeattie Primary. The winner was selected from 144 designs by the Project Developer and local artist Euan Milligan. This allowed us the opportunity to engage with the young people in an imaginative way and provide a creative environment for discussion with parents and carers.

We were also fortunate to have Louis Forsyth, Dalbeattie High School senior pupil, on board. He volunteered for the academic year 2018-19. His volunteering focused on launching the Facebook page in August 2018 which was reaching 8000 views and hosting peer to peer engagement about the project with Dalbeattie High School year groups. During his time volunteering Louis achieved his 100hr volunteering award from Saltire Awards.

Funding from Peoples Project in **2019** allowed for the development of the Rocks and Wheels website which has proved to be a great asset alongside the other social media platforms for continual community updates.

A public day exhibition was held on Friday 2nd and Saturday 3rd **November 2018**. Hosted by DCI Board and the Steering Group volunteers. The presentation material consisted of A3 illustrated copies of the consultants' briefing documents and two boards, one with the development site layout and the other an aerial photograph showing the proposed selective demolition and the 3D site strategy. The event was advertised on social media and through Dalbeattie Community Initiative and attended by 155 people mainly from DG5 & DG7.

Community groups represented were Solway Orienteers, Dalbeattie Star FC, Rotary Club, Hardrock Challenge, Scouts, Active Dalbeattie Partnership, Dalbeattie Walking Festival, and Girl Guiding. Two members of South of Scotland Economic Partnership, Dame Barbara Kelly CBE and Tracey Roan attended.

The presentation boards were moved to the Initiative Office at 71 High Street to be displayed in the window, to further engage with the community and for those unable to attend the open day event a chance to see the proposals. This was followed up with coverage in the Galloway News, a local paper, reaching many communities and visitors to the area.

Our next community engagement is planned via the website and social platforms in early **February 2022** to re-engage with the community after pause of the project due to the Covid19pandemic. This will give us the opportunity to demonstrate social enterprise more clearly including employment, economic growth in the town, and health and wellbeing benefits for those living locally. All of these initial aims are even more important in our post pandemic community life.

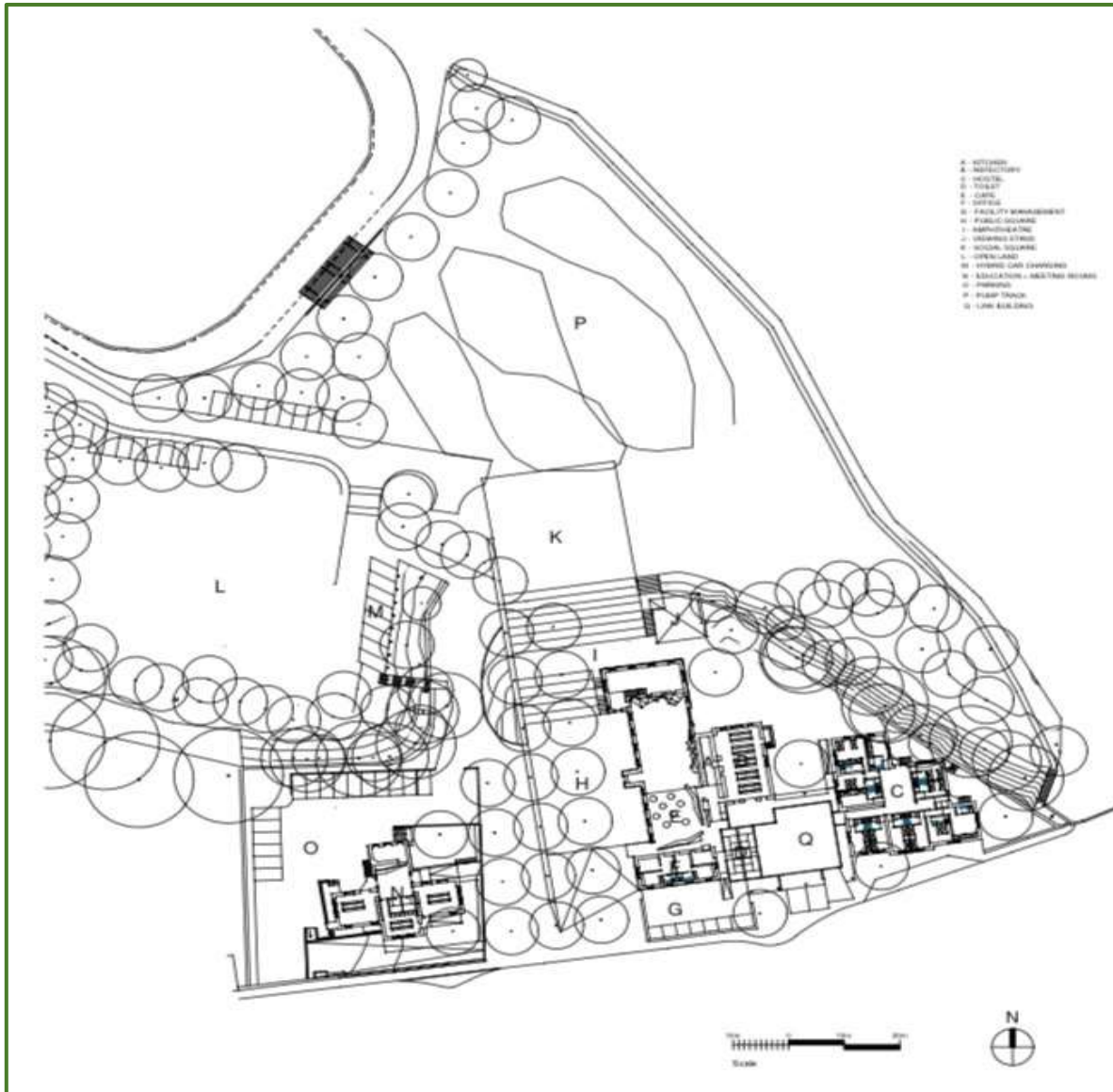
APPENDIX C

Feasibility Reports/Survey/Consultancy Summary

April 2018	Photographic record of the inside and outside of the whole site.
April 2018	Conditions survey of all buildings on site – completed by McGowan Miller Construction Consultants
June 2018	Topographical survey report – completed by GNW Associates
June 2018	Measured buildings survey report – completed by GNW Associates
June 2018	D&G Council provided pre work bat survey report from their files [dated 2013]
November 2018	D&G Council provided Asbestos reports from their files [dated 2016]
November 2018	Landmark Environmental check – completed by Tektonika Architects
December 2018	Bouldering report and quotation – provided by Rockworks
December 2018	Energy Strategy Report – completed by Carbon Futures
April 2019	CEIS Early Stage scoping report – completed by Community Enterprise in Scotland.
September 2019	Historic mapping and title deeds report
September 2019	Project briefing documents – completed by Tektonika Architects
September 2019	Mountain Biking for mental health benefits report
February 2020	Pump Track report, design and quotation – completed by Velo Solutions
June 2020	Ground Survey investigations and report – completed by Aitken Laboratories Ltd
June 2021	Quantity Surveyors Costings from project briefing – completed by MGowan Miller Construction Consultants.

All these documents can be viewed by request at Dalbeattie Community Initiative office 71 High Street Dalbeattie.

APPENDIX D



A – KITCHEN

B – REFECTORY

C – HOSTEL

D – TOILET

E – CAFÉ

F – OFFICE

G – FACILITY MANAGEMENT

H – PUBLIC SQUARE

I – AMPHITHEATRE

J – VIEWING STAND

K – SOCIAL SQUARE

L – OPEN LAND

M – CAR CHARGING POINTS

N – EDUCATION/MEETING ROOMS

O – PARKING

P – PUMP TRACK

Q – RECEPTION/STORAGE/DRYING AREA

APPENDIX E

Role	Time Basis	Info	Salary	Employers NI	Employers Pension	Position Total Cost
Facility Manager (at times an activity leader)	full time - 1 position	40hrs/wk @ £20/hr	£41,600.00	£4,521.00	£1,060.80	£47,181.80
<i>overall responsibility for the day to day running incl staff and working directly with the board. Full time rota shifts as req'd</i>						
Administration and Reception	full time - 1 position of 2	40hrs/wk @ £12/hr	£24,960.00	£2,224.00	£561.60	£27,745.60
Administration and Reception	full time - 2 position of 2	40hrs/wk @ £12/hr	£24,960.00	£2,224.00	£561.60	£27,745.60
<i>responsible for all office based duties - may take supervisory role in absence of facility manager. 2 posts to all shift work to cover receptions day and evening.</i>						
Activity Leaders - indoor bouldering	full time - 1 position of 3	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Activity Leaders - indoor bouldering	full time - 2 position of 3	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Activity Leaders - indoor bouldering	full time - 3 position of 3	35hrs/wk@ £9/hr	£16,380.00	£1,040.00	£304.20	£17,724.20
<i>responsible for supervising and coaching of indoor bouldering centre along with upkeep and maintenance. 3 posts to allow 2 persons to cover 12hr period 7 days/week</i>						
Activity Leaders - outdoor pump track/activities	full time - 1 position of 3	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Activity Leaders - outdoor pump track/activities	full time - 2 position of 3	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Activity Leaders - outdoor pump track/activities	full time - 3 position of 3	35hrs/wk@ £9/hr	£16,380.00	£1,040.00	£304.20	£17,724.20
<i>responsible for supervising and coaching biking and any other outdoor activities, along with equipment maintenance and upkeep. 3 posts to allow 2 persons to cover 12hr period 7 days/week</i>						
Main Cook - for café and residential boarding	full time - 1 position	40hrs/wk @ £12/hr	£24,960.00	£2,224.00	£561.60	£27,745.60
<i>responsible for management of all food services</i>						
Assistant cook	full time - 1 position of 2	35hrs/wk @ £10/hr	£18,200.00	£1,292.00	£358.80	£19,850.80
Assistant cook	full time - 2 position of 2	35hrs/wk@ £9/hr	£16,380.00	£1,040.00	£304.20	£17,724.20
<i>responsible to the main cook and working shifts to cover kitchen/servery as required</i>						
Waiting staff/servers	part time - 1 position of 4	10hrs/wk @ £9/hr	£4,680.00	£0.00	£0.00	£4,680.00
Waiting staff/servers	part time - 2 position of 4	10hrs/wk @ £9/hr	£4,680.00	£0.00	£0.00	£4,680.00
Waiting staff/servers	part time - 3 position of 4	10hrs/wk @ £9/hr	£4,680.00	£0.00	£0.00	£4,680.00
Waiting staff/servers	part time - 4 position of 4	10hrs/wk @ £9/hr	£4,680.00	£0.00	£0.00	£4,680.00

<i>waiting staff to cover the indoor and outdoor café - clearing and cleaning table etc. 4 positions allowing for flexibility around busy lunch days</i>						
Head Cleaner - hostel	full time - 1 position	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Cleaner - hostel	part time - 1 position	18hrs/wk @ £9/hr	£8,424.00	£0.00	£65.52	£8,489.52
Cleaner - meeting rooms, offices, corridors and communal spaces	part time - 1 position of 2	10.5hrs/wk @ £9/hr	£4,914.00	£0.00	£0.00	£4,914.00
Cleaner - meeting rooms, offices, corridors and communal spaces	part time - 2 position of 2	10.5hrs/wk @ £9/hr	£4,914.00	£0.00	£0.00	£4,914.00
Relief Cleaner - to cover all duties for staff holidays	as above	5.6wks for each @ £9/hr	£3,729.60	£0.00	£0.00	£3,729.60
<i>head cleaner will be overall management of cleaning of whole property</i>						
Ground and Building Maintenance	full time - 1 position	35hrs/wk@ £12/hr	£21,840.00	£1,793.00	£468.00	£24,101.00
Assistant Maintenance person	part time - 1 position	18hrs/wk @ £9/hr	£8,424.00	£0.00	£65.52	£8,489.52
		Totals	£363,985.60	£26,363.00	£6,956.04	£397,304.64
23 positions total. Highlighted light orange apprenticeship scheme positions						

End of Document.