

**community
enterprise**

Feasibility Study and Research Report

Gorebridge Old Police Station
Gorebridge Community Cares
December 2018

Gorebridge  Community Cares



Contents

1. Introduction and Background	3
1.1 Background and Original Drivers	3
1.2 Organisational Context	3
1.3 The Asset and Current Situation	5
1.4 Methodology.....	7
2. Research	9
2.1 The Nature of the Area	9
2.3 Assets in the area (competitive analysis).....	10
2.4 Case Studies	11
2.5 Policy Context.....	19
3. Community Engagement	23
3.1 Summary of Community Action Plan	23
3.2 Parish Church Event	24
3.3 Christmas Event Consultation.....	26
3.4 Library Consultation.....	27
3.5 Survey	28
3.6 Stakeholder Interviews	29
4. Capacity to Deliver	36
4.1 Introduction	36
4.2 Governance and Skills.....	36
4.3 Funding and Fundability	36
4.4 Financial Viability	37
5. Findings and Recommendations	39
5.1 Findings	39
5.2 Recommendations.....	42
5.3 Next Steps	43

1. Introduction and Background

1.1 Background and Original Drivers

The Organisation's Roots

Gorebridge Community Cares (GCC) is a regeneration agency that initiates projects across the town of Gorebridge in Midlothian. The group has a history of community led activism and is rooted in the local community. When the library and leisure centre were threatened with closure in 2013, a group of local residents came together to highlight the importance of these assets and to petition Midlothian Council for the retention of these facilities as vital to the local area.

Following this community led campaign, the library and leisure centre are still open and thriving in Gorebridge. With the unfortunate delays in opening the new Beacon centre, this has ensured that there are community facilities accessible to local people.

Project Aim:

The aim of the project is to acquire the Gorebridge Police Station Building as a base for GCC to set up a centre for families and young people to promote emotional, physical and mental well-being, in a holistic and friendly environment that includes informal learning skills within our community of Gorebridge.

Outcomes:

1. Improved emotional and mental health for families using the Centre because of the support and services that will be provided.
2. New skills for users, e.g. cooking, practical life skills and informal educational opportunities resulting in improved nutrition, a healthier diet and personal growth.
3. More confidence, social skills and aspiration, leading to better career prospects and an opportunity to achieve individual potential.
4. Through peer support, learning additional coping strategies to improve the quality of family life for children by reducing parental/care giver's stress and being able to meet and talk to other children in similar situations.
5. Gorebridge Cares will be in a better position to assess and meet evolving local needs with a base to work from and will gain a better understand and new skills to deal with the difficulties faced by families and children using the Centre.

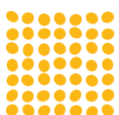
1.2 Organisational Context

About the Gorebridge Community Cares (GCC)

The success of the campaign to save the library and leisure centre led the group to start to respond to the need in the community that they became aware of during that process. They asked themselves the question "How had the area become so run down and what could we do about it?" This campaigning and lobbying group therefore formed as more of a service and project delivery organisation.

Importantly they were the lead organisation in the Community Action Plan 2015-2020 working with the Coalfields Regeneration Trust, which was later adopted by Midlothian Council as the new Gorebridge Neighbourhood Plan. GCC works with Gorebridge Futures to implement and add to the plan.

As well as project development, communication has become vital and the group set up and administers an active Facebook page. There are over 3,000 followers and this is a strong tool to



communicate with the local area. To accommodate those who are not on Facebook, the group secured a grant for a Community Noticeboard, which is now at the library.

“Giving our community an effective voice allows change to happen and can modify the narrative from powerless to powerful, from disheartened to aspiring,”

Projects

Working with Officers from Midlothian Council over the last 5 years the group were keen to address issues with the derelict field that lay opposite Gorebridge Primary School. A new play area is currently being installed.

After a survey was carried out, results showed that not only did people want facilities and opportunities for young folk, older people, they also wanted events to be held in the village. GCC responded by providing two annual events, a free Santa Event and a free Big Lunch/Volunteer Fair.

Community groups felt their volunteers needed official recognition of their work so the SQA was contacted and there is a strategy to set up an official qualification for volunteers within Gorebridge

Around the World Cooking Programmes have been hugely successful.

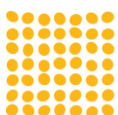
This is both a reactive (to community needs and demands) and a proactive (with new ideas to address the needs) organisation.

The organisation articulated their vision in the following graphic;



Charitable Aims

The Company has been formed to benefit the community of Gorebridge. It is a SCIO (No SC047443) with 8 Trustees established in 2012 and registered as a Charity in May 2017. There is a wide range of volunteers not involved on the board and the Trustees are all local residents who have lived in Gorebridge for many years, who all come from different career backgrounds, which we feel only adds to our wealth of experience.

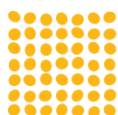


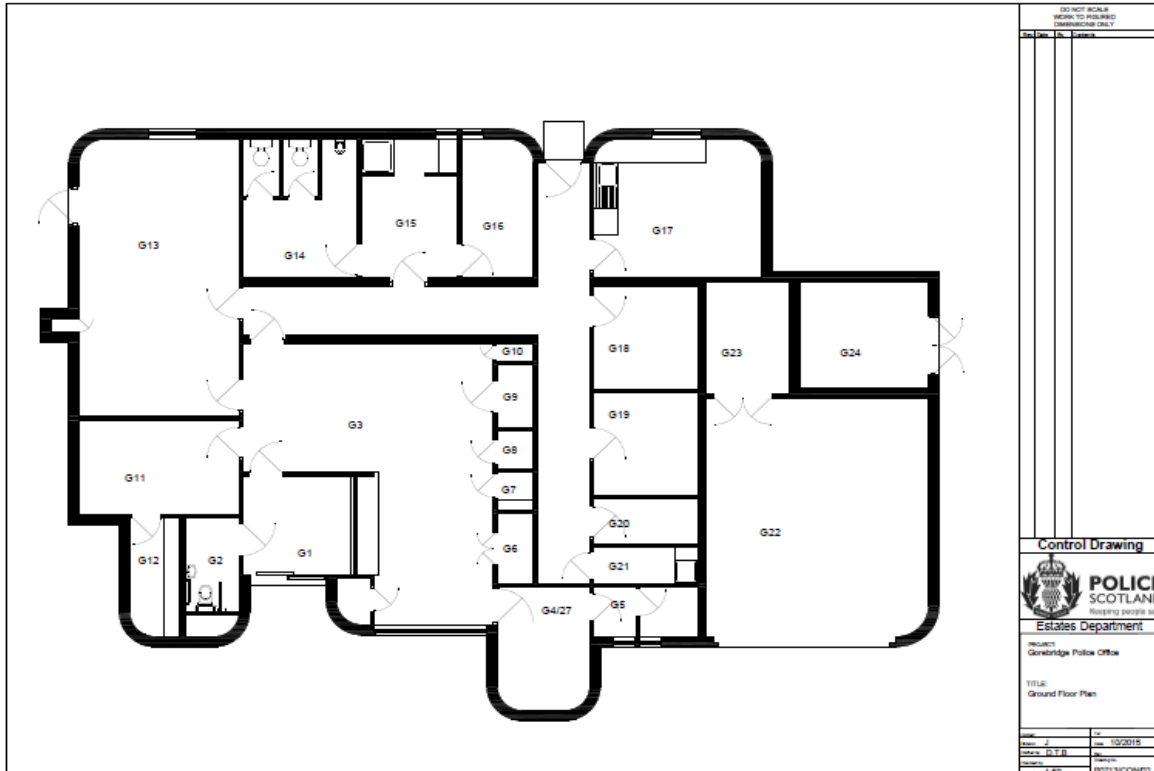
The organisation's purposes are:

1. To advance; and serve the Gorebridge and District community by identifying and improving recreational, environmental, health and emotional opportunities for children, adults and families. Working with voluntary and statutory professionals, local businesses and funders, to improve outcomes for the community of Gorebridge. The area within which the organisation shall operate shall be Gorebridge and District Community Council area.
2. To advance; and to identify opportunities within the local community to enable young people to achieve their full potential through any of the following - education, recreation, sport, volunteering opportunities
3. To promote; develop and identify strategies to help to ensure the inclusion of senior citizens within the Gorebridge and District community.
4. To relieve and support people to pursue a better quality of life, by improving access to training and development to improve their life skills and employment opportunities.
5. To strengthen the Gorebridge community by encouraging more active citizens, working together to tackle their problems and promoting a healthier and happier community.
6. To provide a united and effective voice in discussions with local authorities and other providers of services and/or businesses/others on issues that impact on the health, welfare or environment of the Gorebridge community.
7. To Identify and apply to funding bodies for resources to support these aims.

1.3 The Asset and Current Situation

The asset is the vacant police station in the town of Gorebridge.





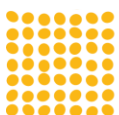
The property is a detached single storey building of approximately 268m² with a significant curtilage area attached to the property. Construction is traditional with a brick outer and inner leaf. The architectural design is slightly unusual in that there are ‘rounded’ corners to the building and there has been some structural movement to the building in the past which will need to be considered.

In general terms, the condition’s survey assessment is that there is likely to be a requirement for significant capital investment to the building in terms of both the building fabric and also the mechanical and electrical services.

There is an integrated garage with small room leading off of it within the premises,

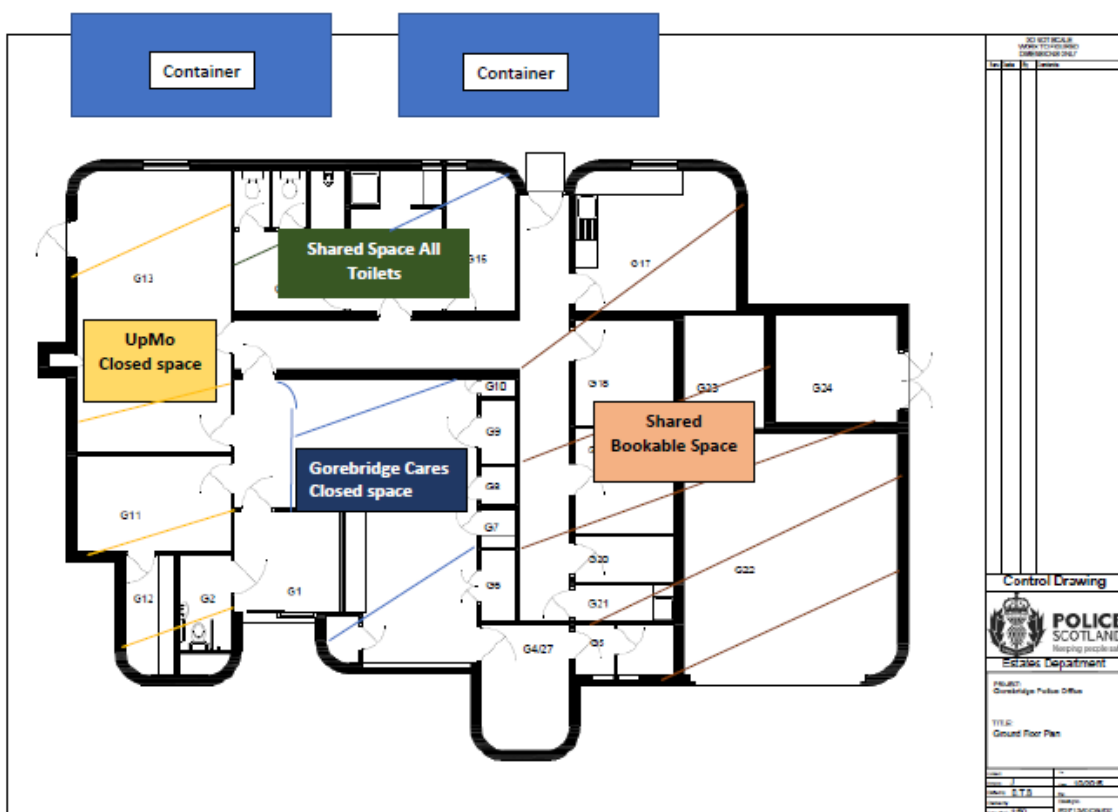
There is an estimate to undertake essential repairs of £229,772, the bulk of which needs to be done in the short term.

The assessment is that the property presents an opportunity for a “highly useable community facility” but substantial investment is required.



An indicative usage map can be seen below. GCC indicates that acquisition of Gorebridge Police Station will:

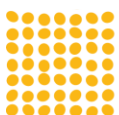
- Allow them to expand on current work
- Have a base to work from
- Will be a holistic response to need
- Will be a nurturing environment
- Will provide new services in Gorebridge
- Will improve outcomes for families



1.4 Methodology

Strategic thinking has already been undertaken in the community as part of the Community Action Plan. As a result the research undertaken within this consultation period builds on that foundation and develops ideas in further detail. We have analysed the CAP data as crucial community feedback to the needs and assets within Gorebridge.

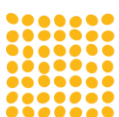
Engaging with as many people as possible in different ways was a critical part of the research phase for this stage to flesh out what services at the Police Station would mean to people and what difference they would make. Every effort was made to carry out participative community engagement. The aim was to ensure that proposals for community asset transfer and development were community-led and addressed a real need. Community Enterprise has engaged with:



- Around 30 members of the public at a community Christmas event
- 25 at an open community event
- 11 Stakeholders representing the views of local groups, facilities, businesses and services via a number of one-to-one meetings and interviews.
- An estimated 75 people who were at a library based focus group then contributed to display board during the research
- 119 survey responses
- 250 members of the local community who had already contributed to the Community Action Plan and whose views are included here because it is so recent
- We would estimate that at least 300 separate individuals were able to contribute to this feasibility study

The stages of this study are outlined below:

Awareness Raising	GCC raised awareness of the upcoming consultation process, informing local groups about open meetings and other ways in which they could contribute thoughts. The organisation is impressively embedded in the community which allowed the consultants to hit the ground running and engage quickly.
Demographic and Policy Analysis	A demographic analysis was undertaken for the Community Action Plan and is reflected here
Open Meetings	We used a number of existing seasonal community events as a public consultation sources. We engaged with XX people at a drop in at the library then left the display board up as graffiti board for the community to write on over a three week period.
Stakeholder Interviews	Stakeholders in the area were consulted via a series of one-to-one conversations conducted in person and over the phone
Desk-based Research and financial and funding models	Over the course of the project, Community Enterprise undertook desk-based research to establish the viability of the project. This included research into market trends, case studies, and financial viability.
Options Appraisal and Report	The feasibility of this idea is rooted in a consideration of the options that emerged during the research, which has led to a preferred option. Once the group has given its feedback, we will flesh out that preferred option into a strategic business plan.



2. Research

2.1 The Nature of the Area

The town

Gorebridge is a former mining village in Midlothian. The village takes its name from the bridge across the River Gore which flows into the South Esk. In 1794, Scotland's first Gunpowder Mill started operations on the banks of the Gore Water. There were a number of small coal mines in the area but in the mid-19th century the much deeper Emily Pit was opened. Gorebridge expanded to house the miners and the main street housed many shops and local traders.

Population

The population resident in the area from the 2001 census was 5,777. The population has grown since then and at the time of the 2011 census, the number of residents in Gorebridge was 6,454. The population is younger than the overall picture for Scotland with the median age for males being 34 for Gorebridge compared to 37 for Scotland and 35 for females compared to 39. The youngest age groups predominate up to 16 years. However population projections to 2028 suggest the number of people aged 65yrs+ will increase significantly, with just over half of those individuals being over 75 years old.

Housing

The average number of people per household is higher than Scotland but the average number of rooms is lower. This suggests there may be a mismatch between house size and occupancy. The % of housing which is detached is almost a third less than Scotland as a whole while the semi detached houses are almost a 1/3 again more than those in Scotland. There are fewer flats.

Home ownership rates are 10% lower than Scotland and public and social rented higher. The % of housing rented from the local authority is more than twice that of Scotland. Melville Housing has historically been the largest provider of social housing in the area with Midlothian Council having a smaller proportion. There are plans for more than 3000 houses in and around Gorebridge over the next 5 – 10 years.

Health

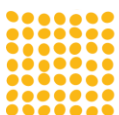
The average age of people with good health or people with a limiting long term illness roughly equates to Scotland as a whole those who are economically inactive and permanently sick / disabled is slightly more than that of Scotland as a whole. In addition there are more households with one or more carers in residence (19.3% compared to 16.8%).

Stakeholder interviews and the community survey highlighted the pressure the growth in population is putting on the primary care medical centre in terms of waiting times for appointments. There are plans to extend the centre but the population of the town is still growing.

Employment and Economy

The average age of a person who is unemployed is 31.8 compared to 35 for Scotland as a whole. Youth unemployment is high, running almost 7% above the national figure of 27.8%. Unemployment among the age group 50+ is conversely well below the national rate.

There are less people engaged in manufacturing and more in construction and the financial sector. There are fewer managers, senior officials and professional people and more people involved in elementary occupations. These are cleaning offices and other buildings, washing windows, delivering messages or goods, product-sorting, packing by hand and freight handling.



The stakeholder interviews highlighted the lack of retail outlets in the town and in particular a supermarket.

Education and Training

The % of households where no one aged 16-74 has qualifications or is in full-time education is higher than Scotland as a whole and the % of 16-18 year olds who are in full-time education is much lower than for Scotland.

This educational attainment level is underlined by the discrepancy between the % of the population with no qualification being 7% higher in Gorebridge than in Scotland. The area outscores Scotland markedly for the number of people with low level qualifications and is outscored itself, again markedly, by Scotland as the level of qualification increases.

From individual stakeholder interviews one of the most frequent needs identified was that for a secondary education school in Gorebridge.

Social and Community

Gorebridge now boasts a range of groups that have grown with the village, however the lack of facilities is beginning to hinder and limit groups' ambitions and aspirations. From the community survey and the stakeholder interviews the community spirit and the surrounding environment were ranked highly. Transport came next mainly due to the expected impact of the new rail line and road network.

Facilities and services scored highest in the things people did not like. It is important to note that it is the lack of facilities for children which was commented on most frequently.

Issues in the community

- Gorebridge has areas identified as SIMDs
- Gorebridge is one of Midlothian Council's 3 target areas
- Gorebridge has one of the lowest educational qualification levels
- Gorebridge has one of the highest level of single parents
- Gorebridge has one of the highest number of looked of after children
- Gorebridge has one of the highest youth unemployment levels
- Midlothian has the sixth highest level of domestic abuse in Scotland

2.3 Assets in the area (competitive analysis)

Summary Competitive Analysis

This competitive analysis outlines the different organisations that Gorebridge Police Station project could potentially compete (or collaborate) with.

Name	Services	Distance from GCC	Nature or relationship – potential competitor or partner?
The library	Traditional library with a small meeting room for community use	On the same street	Already undertaken joint work and use the library as a good



			place to engage with the wider community. The library is very supportive and there is no apparent duplication
Leisure Centre	Use for sport and recreation by individuals and groups	Easy walking distance	Bespoke usage so likely to be a partner in health and well-being initiatives.
Arnistson Miners Welfare Social Club	Has some space for community groups but is largely a private members club	Easy Walking distance	Serves members and is a licenced premises. It does offer space for rent to community groups but mostly larger spaces for events and fundraisers. This is the kind of space that the Police station won't have.
The Beacon	New funded community owned space to open soon	Very close	The Beacon are supportive of this project as they see themselves as a landlord, booking community space to enable things to happen. A café will be in the space which this project will not delivery. The GCC project will be more of a service delivery partner.
Local schools	Educational establishments with some community use	Various	Restricted in terms of usage type, time availability and cost
Churches	Good local space	Various	Offer larger spaces for events, concerts etc. and used primarily for church activity.

2.4 Case Studies

Crucially these two case studies show that in an area of social need it is highly possible to achieve long term sustainability with a mix of grants, contracts and trading and, while 100% financial sustainability beyond grants is a target, there are other ways to sustain an organisation seeking to achieve significant social change as GCC is.

Broomhouse Centre

Broomhouse Resource Centre

79-89 Broomhouse Crescent, Edinburgh, EH11 3RH

www.broomhousecentre.org.uk

Overview

The Broomhouse Centre is a community centre located in West End of Edinburgh and has been in operation since 1999. The Broomhouse area



	<p>of Edinburgh is one of the areas of highest relative deprivation in the city. The centre has delivered targeted health and social care services to the most vulnerable in the community for many years, focussed on older people, carers, young people and those with barriers to employment.</p> <p>Over the last few years, the centre has moved more strategically to offering services to the whole community. It is now working to more of a development trust model and has been supported by the Development Trust Association (Scotland) in this.</p> <p>The Centre has raised funds for a new building which is now on site and is a critical part of their expansion and sustainability plan. It will provide significantly more opportunities to meet the needs of the community.</p>
Operating area	The Broomhouse area of Edinburgh
Legal status	A company limited by guarantee and a registered charity.
Aims /Outcomes	<p>The vision of The Broomhouse Centre is to regenerate the Broomhouse area of Edinburgh, one of the areas of highest relative deprivation in the city.</p> <p>The objectives of the charity are to provide personal, social and community development opportunities for disadvantaged groups of people in and around the South West Neighbourhood Partnership area in the areas of: education, training, community care, health, inclusion and outreach.</p> <p>The Broomhouse Centre aims to build the social relationships of individuals and families within the community. A range of groups and individuals use the centre, engaging in projects that aim to stimulate social and economic regeneration, reduce inequality and develop local skills and capacity.</p>
Clients/ service users	<p>The Broomhouse Centre provides support and services to individuals of all ages in and around Broomhouse, in the South West Neighbourhood Partnership Area of Edinburgh. They provide personal, social, and community development opportunities for disadvantaged groups in the areas of Health/Community Care, Education/Training, and Social Inclusion/Outreach Activities.</p> <p>Referrals are received from schools and the local authority. In addition the centre receives general referrals from family and friends who fill in a referral form. This appears to be a well-managed procedure, allowing the centre to cross-match to other services which may be of benefit to the person or the organisation.</p> <p>The centre also runs a one year café training programme for 16-24 year olds with accredited training from Borders College.</p> <p>The Centre's client groups are:</p> <ul style="list-style-type: none"> • Adults with physical and learning difficulties • People with mental health issues • Community Job Scotland Placements • Ex-offenders • Elderly people with dementia



	<ul style="list-style-type: none"> Prisoners preparing for release
Facilities and services	<p>The new centre will be more than double the size of the existing one, and will provide significantly more opportunities to meet the needs of existing clients and expand service provision to address a wider range of issues. It will be a community-led dementia-friendly facility with Care Inspectorate registration.</p> <p>There are presently 10 core projects, 350 direct beneficiaries and a further 400 people benefiting indirectly. As well as the specific services listed below, the Café is open to the whole community and has been developed partly as an opportunity for residents to drop in for a coffee or some lunch, spend time together while some may need to easily find out more about the services that are provided. The organisation undertakes employability work across the board. Key services are as follows;</p> <ul style="list-style-type: none"> Vintage Vibes – elderly befriending project Youth Befriending Project Adult Carers Project Community Health Hub – addressing health inequalities and increasing social capacity Café Training Project – one year training programme for 16-24 year olds with accredited training from Borders College Crescent Kitchen Beacon Club – dementia day care Young Carers Carers Clinic Young People's Counselling Service Community Activities
Staffing	<p>There are around 20 paid employees which changes over time and circa 100 volunteers. .</p> <p>The management committee appears to be a strong team of local directors, who are all involved in different but specific projects within the organisation. They have all been nominated and then elected to the committee.</p>
Income and funding sources	<p>The organisation oversees a variety of services, each of which is funded through a cocktail of grants, contracts, fundraising and (to differing levels) trading income.</p> <p>The Café, Crescent Kitchen, operates as a social enterprise and offers outside catering.</p> <p>Over the years they have had a turnover of around £700,000, around 20% of which is pure trading. Much of the rest is contract income with City of Edinburgh Council which notionally puts the trading proportion higher.</p> <p>The new building will offer much better opportunities to generate income.</p>
Lessons	<p>Challenges in relation to the model:</p> <ul style="list-style-type: none"> Fixed staff have a fixed cost and as the organisation has grown this fixed core cost has become more and more challenging to



	<p>fund. Funding from grants to fill this gap becomes difficult over 20 years as all the main funders become previous funders</p> <ul style="list-style-type: none"> • Trading in an area of deprivation has proven to be difficult as there is less disposable income • Attempts to trade in other areas (e.g. taking on the franchise of a café in Leith and winning a MacApline’s site catering contract) has been difficult due to managing a business at a distance. As well as raising the issue of financial probity, it was hard to ensure a strong ethos off site • Some services are peripatetic. Though it is good to reach out to people where they are, this can undermine the promotion of the building as “the beating heart of the community” • Balancing social aims and financial imperatives can impact on sustainability. The workforce in the café provide strong individual change, but creates inefficiency and cost in the business model <p>Positives in relation to the model:</p> <ul style="list-style-type: none"> • Moving towards trading over the years has enabled innovative services to be developed. Broomhouse was one of the first centres to use a Café as a vehicle for training and employment (their programme began in the 90s) • Being community based means, though disposable income is lower, there is local loyalty and a growing customer base • Offering cradle to the grave services results in interlinking and cross-referral between services internally. This has strengthened their ability to tender for competitively procured tenders • Variety and diversity protects the sustainability as there are a range of services that can be commercialised in the future
--	--

Glenboig Development Trust

<p>Glenboig Development Trust http://glenboighn.com/</p>	
Overview	<p>Glenboig Neighbourhood House was established as a charity and is managed and controlled entirely by users and local people who campaigned against the loss of a council base and ended up running it.</p> <p>The legal structure of the organisation has evolved since it was established in 2000 and different mechanisms have been set up for different reasons. In late 2016, the board decided that it was time to tidy this up. As a result the Glenboig Development Trust (GDT) was established as the lead body. The process is underway to consolidate all activity, contracts, grants, assets and liabilities into the Glenboig Development Trust. All non-charitable purpose trading will occur within a</p>



	<p>trading subsidiary. As a result during this report, the organisation is referred to throughout as GDT.</p> <p>GDT has for many years been the acknowledged community anchor organisation for the whole community, operating well beyond the confines of the building itself. The central building is and will be a catalyst for change right across the village and the surrounding area. The consolidation of the legal structure enhances ways in which the whole community owns and controls the organisation, the building and the wider work.</p>
Operating area	Glenboig, a mining village in North Lanarkshire
Legal status	A company limited by guarantee and a registered charity.
Aims /Outcomes	<p>The whole population of Glenboig are the beneficiaries of the Life Centre. In response to the lack of suitable amenities, GDT has developed a range of services that meet the needs of local people, most notably:</p> <ul style="list-style-type: none"> • Young people who are disengaged from statutory services • Older people who experience social and geographical isolation due to the rural nature of Glenboig • Local people who have had low educational achievement getting into learning and volunteering • The wider community who experience difficulties in accessing services and amenities as they are not available within the village • Economically inactive residents looking to get back into work or training and requiring access to employability supported programmes • Those with a mental or physical challenges to their well-being • New residents who will be integrated into the community
Facilities and services	<p>A very significant range of services has grown over the last 20 years</p> <p>Youth Work</p> <ul style="list-style-type: none"> ○ Forest School delivered in partnership with local nursery once per week ○ Forest School delivered as part of youth activity one evening per week ○ Jelly Bean Club running after school 5 days per week. Children and young people are securely collected from the local joint campus primary school and transported to the Community Centre to take part in a variety of activities before being collected ○ A range of youth activities (including Duke of Edinburgh Award, issue based workshops, sports, dance etc.) on weekday evenings including a youth drop-in facility ○ Cycling clubs for 2 different age groups each Saturday ○ North Lanarkshire Challenge delivered in partnership with the local joint campus primary school



	<ul style="list-style-type: none"> ○ Playschemes delivered 5 days per week during all school holiday periods ○ Residential experiences for young people throughout the year <p>Community Cafe</p> <ul style="list-style-type: none"> ○ Operating Monday to Saturday serving low cost, healthy meals and snacks for members of the public ○ Delivering food to the elderly 6 days per week ○ Provides training opportunities for volunteers and Community Jobs Scotland employees ○ Acts as a base for catering courses offered to members of the local community ○ Healthy Eating Initiative available 7 days per week from the Community Centre <p>Older People's Services</p> <ul style="list-style-type: none"> ○ Daily telephone well-being service which links to existing services ○ Befriending Service connecting older people who are the most isolated and vulnerable ○ Digital inclusion project which aims to introduce older people to the benefits of digital technology i.e. online shopping, skype etc. ○ Lunch delivery service provided by volunteer drivers available 6 days a week ○ Social activities twice weekly including bingo, tea, raffles, dances, carpet bowls, chair aerobics, sewing etc. ○ Community transport with escorts to assist people to and from community activities 7 days per week ○ Men's group who meet weekly to learn more about local history ○ Gardening, handyman, and painting service delivered by our community gardeners and handymen for all older people within the local community ○ Good neighbour service in winter including clearing paths of snow, delivering groceries etc. ○ Transport and escort to local events including a monthly ceilidh, monthly cinema trips, theatre trips, tea dances, intergenerational events etc. ○ We arrange and support older people and carers on respite holidays 2 to 3 times per year ○ Art classes ○ The Village Autumn Group will operate from here. Village Autumn Group provides a vital social inclusion service for over fifties, carers, those being cared for and older people in Glenboig. This group is supported by a volunteer driver service which ensures those less able and more vulnerable in the community have access to social recreation, respite, cultural trips, physical activity and health awareness and healthy lifestyle events. 53 over fifties are actively involved in the Discovery Award and this
--	---



	<p>could increase. The Village Autumn Group receives administration and development support from GDT</p> <p>Environmental Projects</p> <ul style="list-style-type: none"> ○ Community gardeners and volunteers (often in partnership with others) undertake environmental projects such as an entrance gateway feature, clear ups of public areas ○ Participation in the annual Its Your Neighbourhood Campaign which brings together all groups within the community to improve both partnership working and the aesthetic of the local community <p>Community Transport</p> <ul style="list-style-type: none"> ○ We have 2 fully adapted minibuses: a 15 seater and a 17 seater which are used to assist with all aspects of our projects. ○ Buses are hired out to other community groups, schools and nurseries to provide sustainability ○ Passengers are assisted wherever necessary by escorts on both buses ○ Various contract are secured through Social Work and local nurseries <p>Learning</p> <ul style="list-style-type: none"> ○ In partnership with Community Learning and Development, we provide lifelong learning opportunities in response to identified need. Recent examples of this are flexible learning computing, sign language and first aid ○ Courses in catering, adapted to meet the needs of a variety of groups ○ In partnership with NLC, we facilitate the Discovery Awards for over 50s ○ Music classes are provided weekly on Saturday mornings <p>Community Events</p> <ul style="list-style-type: none"> ○ We have an annual Halloween Walk, Easter Festival, Gala Day and Christmas Festival. All of these outdoor intergenerational events are attended by upwards of 400 people ○ We host an annual Burns Supper and Christmas Dinner for the older people in the community ○ We host one off events such as the Queen’s Jubilee Garden Party in the Village Park <p>Partnership Work</p> <ul style="list-style-type: none"> ○ We are the host organization for the community Capacity Building arm of Reshaping Care for Older people in Coatbridge ○ We host a weekly Citizen’s Advice Bureau surgery and regularly signpost on outwith this ○ GDT initiated and has a formal partnership with Glenboig Village Park Community Play Area Group (GVPCPAG) to deliver services
--	--



	<p>as part of the on-going programme of youth engagement within the park</p> <ul style="list-style-type: none"> ○ We host councillors and MSPs surgeries ○ We let out space within the Neighbourhood House for meetings, classes etc. ○ We work closely with the local joint campus primary schools and nursery, NHS, NLC, police and community groups locally and across the locality, Volunteer Action North Lanarkshire, and JCP ○ We provide support and capacity building to smaller local groups by way of administration, book keeping etc. <p>Community Centre Development</p> <ul style="list-style-type: none"> ○ Hire of Hall at present being used by Glenboig United; Mothers & Toddlers; Youth Groups; Cycle Clubs; Jelly Bean Club; Older Peoples Groups; Dance Group; Physical Activity Group; Lunch Club ○ Party Packages include: Hire of Disney Characters; Bouncy Castle; Face Painting and Catering ○ Post Office being operated as a Social Enterprise – open 6 days per week ○ Retail element within Post Office includes: Confectionary and Juice; essential groceries ○ Fruit & Vegetable Initiative operating 6 days – with deliveries to elderly and vulnerable ○ Various local small Social Enterprises selling goods with 10% commission to GDT ○ Mother & Toddler new service being operated by GDT
Staffing	There are around 20 paid employees from a Centre Manager to shop staff and a very high number of volunteers
Income and funding sources	<p>The organisation oversees a variety of services, each of which is funded through a cocktail of grants, contracts, fundraising and (to differing levels) trading income.</p> <p>They have found that over the year’s contract income from the NHS and local authority targeted at specifically vulnerable older people, among others, has been vital to their financial sustainability.</p>
Lessons	<ul style="list-style-type: none"> ● Diversity is the key to success both to achieve social aims and financial sustainability ● Local partnership is incredibly important. In Gorebridge working closely with the Beacon will be vital to overtly show funders the synergy between and the need for two facilities. ● Having the right manager is the fundamental basis of success ● To offer a range of services and activities to a large number of beneficiaries, a larger staff group will be required, sometimes making sustainability an issue



	<ul style="list-style-type: none"> • The Board should be made up of local people but also those with skills, capacity and time • A mix of contract and grant funding and income generated from activities offers less risk and shows progress towards sustainability • Continuous marketing and communication with local people and users/customers is vital to retain support and to inform people about progress with the project and activities that are on offer – both funded activities and those that will generate an income • Trying to control ongoing maintenance costs is crucial and can be helped through use of eco-friendly materials and renewables energies • Have a responsive pricing policy with different charging bands for different users. This can mean that private hires from people or organisations beyond the area may subsidise cheaper or free activities for local people • If funding is not secured immediately for ongoing costs, volunteers should be prepared and willing to help out initially, particularly with cleaning and maintenance until such time as income is generated or funding secured to cover these costs
--	---

2.5 Policy Context

The following section shows how plans fit with national and local strategic direction around asset transfer and community empowerment.

2.5.1 National Policy

There is a very strong policy link with what GCC want to achieve

Policy / Strategy	Content
Scottish Government - National Performance Framework	<p>Out of 15 National Outcomes, we consider the project at Gorebridge to address the following</p> <ul style="list-style-type: none"> • We live longer, healthier lives through health and well-being activity • We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. Asset transfer and community control of services and facilities in Gorebridge address this outcome. • We value and enjoy our built and natural environment and protect it and enhance it for future generations which will be met by bringing the vacant police building back into productive use. • We live in well-designed, sustainable places where we are able to access the amenities and services we need which will be met through the development of local facilities with direct services for those with needs (such as the Upmo service to adults with disabilities).



<p>Scottish Government - Community Empowerment Action Plan</p>	<p>The Scottish Government has set out clear expectations of the outcomes community capacity building should deliver. Community capacity building focuses on achieving:</p> <p>Confident, skilled, active and influential communities.</p> <p>Effective and inclusive community organisations.</p> <p>Effective relationships between community organisations and other organisations and services.</p> <p>Taking the Gorebridge Police Station into full ownership works to meet this strategic priority.</p>
<p>Scottish Government - Achieving sustainable futures</p>	<p>“Our vision is a Scotland where our most disadvantaged communities are supported and where all places are sustainable and promote well-being.”</p> <p>Among other points, the future sustainability actions should:</p> <ul style="list-style-type: none"> • Put communities first, effectively involving local residents in the regeneration process and empowering communities • Be holistic, connecting the physical, social and economic dimensions • Adopt a long-term vision for a places and focus on the safety and quality of places • Take account of the specific function of neighbourhoods and integrates regeneration initiatives into wider economic strategies • Make tailored interventions to link economic opportunity and need to address unemployment and deliver sustainable quality employment
<p>Scottish Government – Fairer Scotland</p>	<p>Relevant Points of this policy are:</p> <ul style="list-style-type: none"> • Ending Child Poverty • A Strong Start For All Young People • Fairer Working Lives • A Thriving Third Age • Gorebridge Community Cares moving to community ownership and all services focused on meeting the needs of local people with go to meet this need.
<p>Scotland - A Route Map to the 2020 Vision for Health and Social Care</p>	<p>“It supports our commitment to shift the balance of power to, and builds up and on the assets of, individuals and communities through a focus on achieving social change (more people able to care, volunteer etc.), support for the self-management of long-term conditions and personal action (drinking, exercise, diet and engagement) through working in partnership in Community Planning Partnerships (CPPs) and the new Integrated Health and Social Care Partnerships”</p> <p>Mental and physical health issues will be addressed proactively by services in the new hub and Gorebridge Community Cares are an overtly health, well-being and social care organisation.</p>



Scottish Government Guidance – Working and Learning Together to Build Stronger Communities	Community Learning and Development has a number of priorities that may be relevant to The Gorebridge Police Station development. The most relevant priority will be: “Building community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision making and service delivery.
--	--

2.5.2 Local Policy

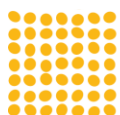
Fit with CAP themes and Midlothian Councils CPP priorities.

Midlothian Community Planning Partnership Making the Links	
Midlothian Community Planning Partnership working to improve six national priorities:	Gorebridge Action Plan Themes and Priorities that work to support these national outcomes:
Economic recovery and growth	Village Environment Local Services
Employment	Sports, Recreation and Learning
Early years	Community Facilities and Activities
Safer and stronger communities and reducing offending	Community Facilities and Activities Sports, Recreation and Learning
Health inequalities and physical activity and	Natural Environment and Cultural Heritage Community Facilities and Activities
Outcomes for older people	Community Facilities and Activities

Policy / Strategy / Response	Content
SINGLE MIDLOTHIAN PLAN 2017-18	<p>Though out of date this is the most recent strategic plan for the region.</p> <p>The strapline is “Midlothian – A Great Place to Grow”</p> <p>Gorebridge is one of the areas targeted and there is a requirement to write a community led action plan for each community – the plan that GCC was heavily involved (see section 3.1) has been adopted as the Gorebridge community plan by the Council.</p> <p>The following elements of the Plan will be actively contributed to by the GCC project;</p> <p><i>Adult Health and Care</i> through cooking classes, well-being sessions and the input of Upmo the core anchor tenant which meets the needs of those with multiple disabilities. Outcomes are;</p> <p>People are able to look after and improve their own health and wellbeing and live in good health for longer</p>

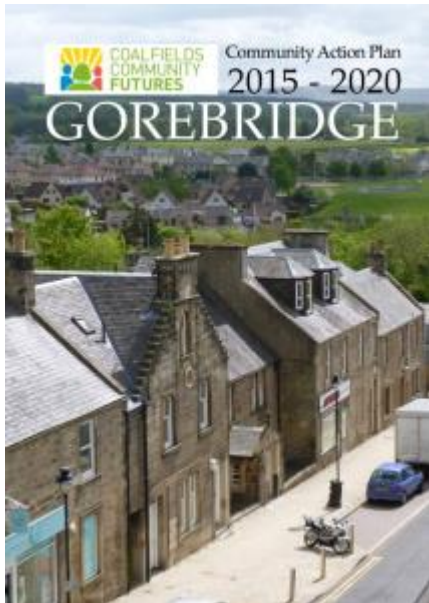


	<p>People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own home.</p> <p>Health and Social Care have contributed to reducing health inequalities.</p> <p><i>Community Safety</i></p> <p>Our communities take a positive role in shaping their future</p> <p><i>Getting it Right for Every Midlothian Child</i></p> <p>Children in their early years and their families are being supported to be healthy, to learn and to be resilient</p> <p>Children and young people are supported to be healthy, happy and reach their potential</p> <p>Inequalities in learning outcomes have reduced</p> <p><i>Improving Opportunities for the People of Midlothian</i></p> <p>Poverty levels in Midlothian are lower than the Scottish average</p> <p>Midlothian residents are successful learners and young people go on to positive destinations when they leave learning</p> <p>There is a reduction in inequality in health outcomes</p> <p>Citizens are engaged with service development and delivery</p>
--	---



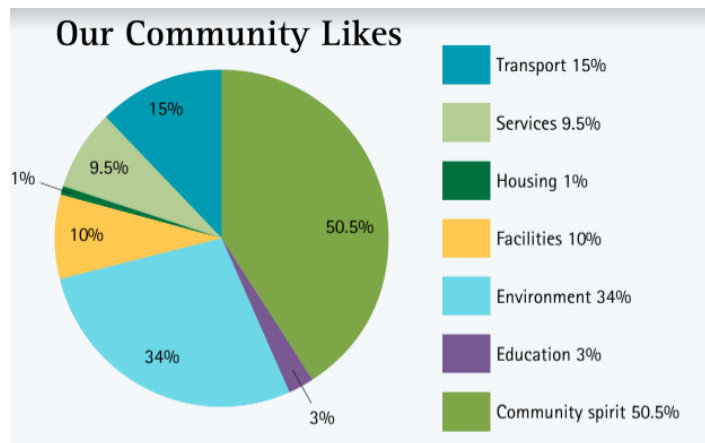
3. Community Engagement

3.1 Summary of Community Action Plan

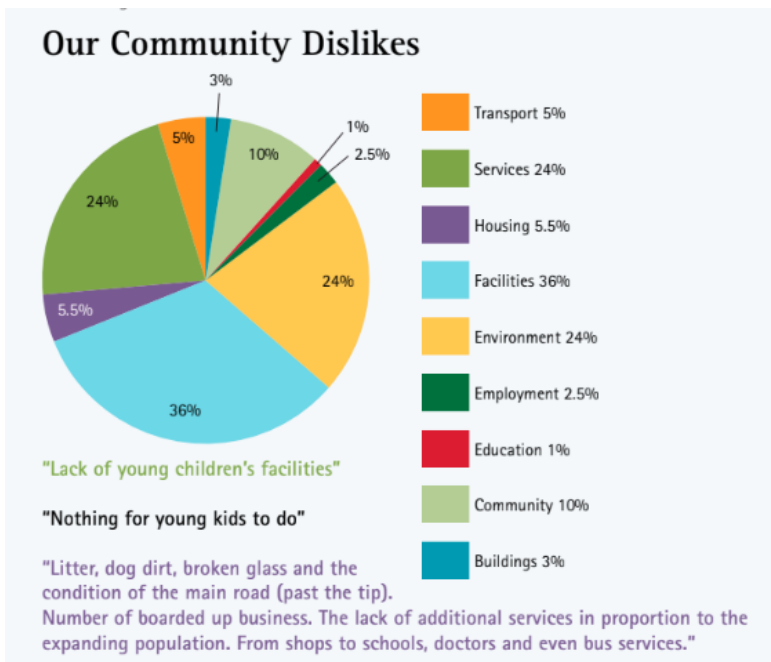


The Coalfields Community Futures Programme is an approach to local community planning and sustainable community development that aims to encourage active citizenship and build local democracy. It enables communities to devise a community action plan which makes a case for the things that the community thinks are important. CRT worked with the people of the town during 2015 to put together and agreed action plan working with a steering group of local people largely made up of people

involved in the Gorebridge Community Cares. As a result GCC view their role as, in part, the delivery vehicle for the action plan.



The key things that people liked were community spirit (over 50%) so this is an asset to build on. Without facilities there is no way for people to bump into each other and build cohesion so this asset is vulnerable if it is not protected.

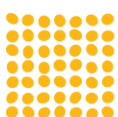


The issues that the community were keen to address to make this a more resilient place were;

Facilities (36%) which will be directly impacted on by the development of the Police Station

New services (24%), again directly linked to the proposal set out in this document and

Environment (24%) which will be less of a priority for GCC through this project, though highly important within the community and their wider work.



The following table shows the high level vision and the five themes. There are numerous projects noted in the action plan. The ones identified in red below are those which fit well with the GCC project.

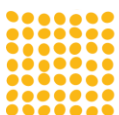


3.2 Parish Church Event

An open Community Consultation event took place in November in the Gorebridge Parish Church. Conversations took place with local people who were asked to record their thoughts on graffiti boards. The following are the key responses.

What services would you like to see delivered at the police station?

- Support for carers
- Counselling centre
- Breastfeeding support group
- Men's Shed
- Counselling (adults)
- Adult mental health provision
- Messy play
- Support for parents with kids with autism/ADHD
- Internet security for kids



What do you think we should focus on in the old police station?

- Befriending
- Something for young adults with learning difficulties
- Cooking programmes
- Activities that bring people together – reduce isolation
- Communication to advertise stuff that is on for children
- Co-ordinate times so that people can go to more than one
- Not time limited for befriending – needs to be long term commitment
- Getting people out the door
- Alcohol and drug issues - support for individual and their family ('there's nothing in Gorebridge for this. Hard for families – they can't talk to anyone. Would be good to have somewhere they could go for 1-1 support/space to talk')
- Activities that bring young and older folk together ('need to engage with young folk, it can be hard')
- Ceilidh dancing and music

What difference would this make to you, your family and neighbours?

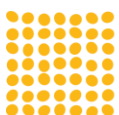
- Make people feel less isolated

Who should we work in partnership with?

- History club
- Health and Mind
- The new hub

Other comments:

- There is a problem with young folk – nothing for them and it leads to anti-social behaviour
- I teach meditation for children and am looking for space to do this (took FB details to get in touch)
- Will there be activities at night?
- Have done befriending training but there didn't seem to be a demand for service – need to match people up with those that need service – promote/make people aware of it



3.3 Christmas Event Consultation



A second opportunity was taken at an existing Christmas fair event in the town which the consultants attended to engage with more residents. The following are the key findings.

What services would you like to see delivered at the police station?

- Parents activities/groups
- Arts and crafts (nowhere for this at the moment)
- Mental health
- Weight management

- Parents
- Leisure activities
- Café for families
- Parenting groups (x2) – none at the moment?
- Services for older people – lunch clubs (x2)
- Befriending
- Somewhere for brass band to practice

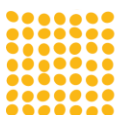
What do you think we should focus on in the old police station?

- Older people
- Children
- Children's activities /additional needs
- Drop in centre for people who have addictions
- Walk in health centre for non-emergency conditions to help reduce over-crowding
- Children with additional support needs
- Activities for teenagers
- Sharing info on what's on – what groups there are



What difference would this make to you, your family and neighbours?

- Somewhere for social contact – lunch clubs etc.
- We need to bring people together
- Less loneliness
- Connecting in a humane way
- Opportunities to meet people





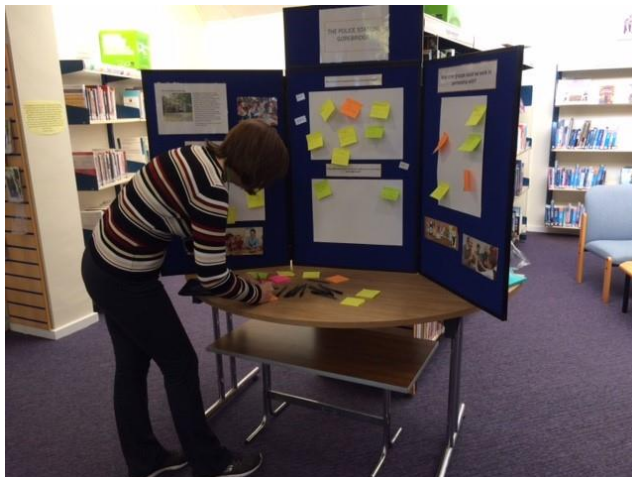
Who should we work in partnership with?

- Gorebridge Beacon
- Leisure Centre
- Schools
- Brass band
- Citizens Advice

Other comments:

- There's lots of new housing and no services to go with this (x2)
- We need things for teenagers – like Y2k in Mayfield. Not everyone can go to that

3.4 Library Consultation



A further consultation took place in the library. As well as manning a drop in in October, the graffiti board were open to the public to contribute to for three weeks.

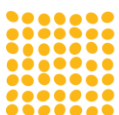
What do you think we should focus on in the old police station?

- Families
- Services for teenagers
- Things for older kids (primary age and up)
- Hall for hire
- Youth club
- Fun activities for kids

- Need to promote it – people don't know what's available

What services would you like to see delivered at the police station?

- Training courses
- Social skills groups
- Sensory courses
- Play café
- Help groups to help children in need
- Cooking workshops for families
- Festival for families
- Put police back in it – its needed
- Support group for kids
- Support services for families
- Baby massage
- Holistic therapies
- Elderly and children's groups
- Children's groups – pre school



- A dad's group
- Youth groups
- Relaxation group – yoga group for children with ASN
- Youth groups - specific crafts etc.
- Things that bring people together
- Similar service that Y2K does in Mayfield
- Fluffy cushions /Fairy lights
- Rugs on floor – comfortable
- Small but airy rooms for kid's stuff

What other groups could we work in partnership with

- Churches (x2)
- The elderly
- PEEP (x2)
- Police (x2)
- VOCAL?
- L.A.S (Lothian Autistic Society)
- Arniston Rangers Youth Football Club

What different would this project make to you, your family and neighbours?

- By helping parents/carers you help children
- Meeting new people
- Making friends
- More chance to make connections

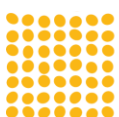


3.5 Survey

Prior to the involvement of the independent consultants, GCC had already undertaken an in depth community survey during 2018. The following are the result of that survey work. The survey work took place at three separate places, the bowling club, at a bookbugs session and at the town Gala event. The following consolidates responses from all three events.

There were 119 responses in total

Survey held on Friday 23 rd February 2018; Gorebridge Bowling Club		Number of respondents who ticked the following boxes		
		Yes	No	Unsure
1.	The Police Station in Gorebridge will be closing. Do you think the building should be used for community benefit? 100% of respondents were supportive of securing the building for community use	116	1	2



2.	Gorebridge Cares would like to buy the building under the new Community Asset Transfer Scheme. Do you agree with this? 91% support asset transfer with a small element of nervousness	108	1	10
3.	Gorebridge Cares would like to help people with healthy wellbeing [all types of health]. Do you think this is needed in Gorebridge? 98% of respondents agree that activities to improve health and well-being are vital	117	0	2
4.	Gorebridge Cares would like to provide some informal courses to help people have more confidence. This could be done through cooking, counselling or other learning outcomes, as well as some hands on and other training for people, young and old. Do you think this is needed? 100% of respondents agree that learning and advice is vital	117	0	2
5.	Gorebridge Cares would like to provide some advice type service. Do you agree?	117	0	2
6.	<p>Would you like to see any other services provided? Please list below along with any other comments.</p> <ul style="list-style-type: none"> • Befriending Scheme for older people stuck in the house. • Money Management • I think Gorebridge would benefit from a playgroup – parent and toddler class • Activities for teenagers + children with behavioural issues to prevent antisocial behaviour • Dementia care • Budgeting classes • Parent & toddler • More youth clubs for teenagers • Teenage activities • Befriending services, somewhere for older alone people to be. • A social area to be and feel safe. 			

3.6 Stakeholder Interviews

11 key local stakeholders were interviewed.

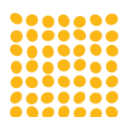
Midlothian Foodbank	The foodbank has been running for 5 ½ years from Parish Church. Provides 3 days emergency food packages (food, nappies, pet food). Demand is high/increasing largely due to welfare reforms including introduction of universal credit. Currently dealing with 2000 people in a year.
---------------------	---



	<p>Provide a hot meal service one day a week – have about 30 people on average attending each week</p> <p>Also bring in other orgs/services such as CAB, community nurses to give talks/provide advice sessions etc.</p> <p>Main issues they see are food poverty, social isolation (e.g. young mums or older people) and mental health issues. There are also issues of homelessness and addiction in Gorebridge. Are about to start a project with the Bethany Christian Trust.</p> <p>Are aware of and supportive of proposals for taking on police station. Should be for everyone – could help with addressing issues of isolation, provide opportunities for socialising and making connections.</p> <p>Cooking and growing projects have a benefit but there might be others already happening? There seems to be funding for this type of thing at the moment so think there are already other projects happening.</p>
Gorebridge Community Council	<p>There is a real need for services in Gorebridge/more opportunities to help people are needed</p> <p>Are aware of plans to provide services for people with learning disabilities and supportive of these. There are also issues of drug and alcohol addiction, homelessness and mental health issue</p> <p>Would be good if people had access to counselling services locally for example.</p> <p>The Development Trust is running some food projects but think these are targeted at different market e.g. a vegetarian themed workshop. There is a need for more basic cookery skills for families on a budget.</p> <p>Aware of proposal to support families with children with ADHD, autism and other special needs and think this is badly needed. There is very limited support available through schools for example.</p> <p>Mental health is another key area – could potentially look at working in partnership with other organisations such as Thistle Foundation</p> <p>Lack of job opportunities is also linked into mental health. Would be good to have something like a Men’s Shed – would provide training for younger people and provide opportunity for intergenerational work too.</p> <p>Social isolation also an issue – e.g. aware that there are people with dementia who may have family visit/help them but are not really getting out of their homes so lacking opportunity to connect with other members of community.</p> <p>Think there is also a need for something for young people in the community/teenagers but don’t think the police station is the right place for that.</p>
Dalkeith CAB	<p>Run two clinics in Gorebridge at the moment, one at the GP surgery and one at the library. They also provide home visits. Demand is high and increasing. Currently have a 3-4 week wait for appointments. The library service is a drop in service and there are always queues. They have recently received further funding from Scottish Government and DWP for work – it’s clear that demand is not decreasing any time soon.</p> <p>The bulk of their work is around benefits and debt (c70% debt)</p>



	<p>Issues they see in the community - there is a need for services to address include issues of isolation (single parents and pensioners) and mental health issues.</p> <p>Important to have a physical space where people can go and speak to people and build trust. There is push for everything to be online but lots of people prefer face to face contact – don't have access online or need support to use it. A lot of clients don't like using the telephone. So more of their work is about going out into the community rather than people coming to them. This provides a 'safe space' for people; it is also more discreet if people are for example going into a centre that offers a range of services – they could be going for anything</p>
Gorebridge PTA	<p>Hold events in school - two discos per year and summer fayre (400-500 people); Get wider community involvement at these e.g. bring in police and fire brigade so that children see them positively. They also seek funding to help run activities to support school (school has a 5 year improvement plan); Focus on health and wellbeing.</p> <p>There is a high level of poverty within Gorebridge. They have a £9k grant at present and use it for things like buying wellies that kids can use at school for outside activities and supplies for arts and crafts projects (nearest shops are at the Fort and can be expensive) . Also deliver a cooking programme with GCC</p> <p>Run 'Fun Fridays' - a disco and lunch (1230-1430 with different year groups each time). Provide advice centre for adults at same time as disco is on. But has been an issue with adults not wanting to come into school as its too public – there's nowhere private. Would be good if there was somewhere private for 1-1 support. Also they can't help those outside of school or those they don't know about – GCC and police station would help in reaching those people</p> <p>Offer basic hygiene course as a route back to learning for people (GCC do this) – there is a course but it's in Newbattle so cost of transport and time</p> <p>Focus on ADHD would be good as school just really focuses on the impact of this on learning and there is a need for wider support for the family</p> <p>Mental health is a big issue especially for young people</p> <p>Not much for young people/teenagers in Gorebridge itself. Y2K in Mayfield but this requires parents to run them in car, can't do by public transport</p>
Coalfields Regeneration Trust	<p>Coalfields CE officer who supported development of action plan. GCC are very active, have a great network and finger on the pulse. CRT see the action plan as a real success story – it has not ended up in a drawer. MLC have taken this on and kept it alive.</p> <p>GCC have been instrumental in ensuring people of Gorebridge have not been forgotten. There have been some big projects in the town but benefits to all parts of community are not always evident (CARS project, station, the development Trust have taken on the station building)</p> <p>Gorebridge under serviced in general. There is a particular need around mental health of young people and support for young people – a need for earlier intervention to prevent things getting to crisis point. Something which provides a space for people to talk and get some peer support.</p> <p>Accessing health services in general seems to be an issue. There probably are some key groups around which support could be structured e.g. young mums (there's a high proportion of young people in the town).</p>



	<p>Would be good to be able to develop people's life skills as these have a longer term benefit (e.g.how to cook on budget, repair things etc.; maybe things for older people such as help with online banking (though think library might offer help with things like that?)</p> <p>Coalfields have good relationship with GCC – GCC is ambassador and links local projects up to Coalfields where they see an opportunity. CRT have also been offering support on asset transfer process/ providing guidance about sources of support etc. Would expect to continue to have a close working relationship with GCC and have no doubt that if they get the funding they can make the project work given their strong community links.</p>
<p>Minister, Gorebridge Parish Church</p>	<p>Aware of GCC's plans and very supportive of these, particularly the focus on families</p> <p>Drug and Alcohol issues - there are higher than average hospital admissions for these. Cocaine Anonymous meet at the church once a week and a new project between the church and Bethany Christian Trust is about to start that will provide a worker one a day week in Gorebridge (Bridges to Freedom project)</p> <p>Foodbank use is growing – now up to 3000 p.a. Shift to universal credit has really had an impact and demand is going up because of the wait for payment</p> <p>There has been shift in social mobility in Gorebridge- new housing bought by incomers or people locally trading up. This has created a gap at the lower end of property market – see people moving into Gorebridge because it's cheaper. Sometimes they bring other issues with them</p> <p>There is a general lack of facilities for families in the town. Transport a problem with many people not able to travel for services because of cost/time.</p> <p>Mental health is an increasing issue – we have the longest waiting list in Scotland for CAMHS service. Some parents are paying for private counselling but that is not within the reach of many in Gorebridge. Counselling services would be good.</p> <p>Support for young mums and young dads – perhaps a place for supervised access visits as not sure if there is one locally?</p>
<p>Deputy HT, Gorebridge Primary</p>	<p>Aware of plans to take police station into community use – and plans to focus on support for children with autism and other additional needs. Also training programme for young people. Very supportive of both these ideas</p> <p>Support for children with autism or ASN - would be brilliant to have this. Even for kids without formal diagnosis - they see children with a range of behavioural issues. School support is pretty limited – they can't support the family as much. It would be good for parents to meet with other parents going through same thing – to share their experiences and get some peer support</p> <p>They can refer to other agencies e.g. CAMHS but there is a year's waiting list for this. People need support now. They have access to 'empowering families' which is PEF funded and offers play therapy, art therapy and will work with families. But it's shared across 6 schools and they can't reach all the families that need it</p> <p>The Home School Practitioner can make referrals to other groups e.g. in Dalkeith or Edinburgh but cost of travel and time can be a barrier</p> <p>There's very limited support available for parents in town - very few parenting groups for example. Home Start has been cut back locally.</p>



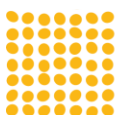
	<p>Overall Gorebridge has issues relating to deprivation - foodbank use going up. Aware that CAB session in library is limited to once a week and people not always able to be seen. They sometimes help parents with form filling for benefits (tax credits). There are families with literacy difficulties that need support</p> <p>Need something that brings all these things together with a focus on supporting families whatever their needs</p>
Local Councillor	<p>Aware of and very supportive of plans for police station</p> <p>Gorebridge has never really recovered from loss of mining industry – had knock on effect such as closure of high school and loss of other facilities and services. Overall there is a lack of confidence at an individual and community level</p> <p>Poverty is an issue. High level of employment but low wage levels so people are struggling,</p> <p>Number of health issues related to mining industry e.g. COPD</p> <p>There have been some changes in town – Development Trust taking forward projects such as beacon but see these as being more about facilities. GCC have strong community connections</p> <p>There's been some changes to housing in Gorebridge that will affect services that are needed. 270 new council houses have been built and people moving in are sometimes bringing other issues (perhaps previously homeless)</p> <p>Accessibility is an issue – transport limited and people need to travel to access services which is not always possible. Good to have a one stop shop where these could be accessed locally</p> <p>People will always say there is not enough for young people to do but not sure that is the issue. There is for example a very active scout group locally. It is about how to engage with people – some groups more difficult to engage with than others</p>
Gorebridge Development Trust	<p>GDT are running a number of projects in town. Largest project at the moment is the Beacon which is about to open. But also have range under work under various themes:</p> <p>Heritage - e.g. CARS, Newbyres Castle</p> <p>Environment/food projects funded through Climate Challenge Fund (family cooking workshops, food waste reduction)</p> <p>Circular economy – upcycling, skills/training e.g. repair workshops, swapping</p> <p>Edible Garden at Beacon due to start in March '19</p> <p>Station project – GDT will rent space (develop social enterprises, run training courses)</p> <p>Manager has been in post since January 2018 and is keen to work with GCC and establish positive relationships. GDT have provided a letter of support for the police station project.</p> <p>Happy to look at potential partnerships where there is crossover. GDT work with families in a number of different ways e.g. Family cooking workshops; family picnics as part of food waste work; Also opportunities through services that will be provided at Beacon - Surestart and Play Midlothian are taking</p>



	<p>space and Youth Community Action Team of MLC also going to be working from Beacon) so there may be opportunities to link in/refer to these.</p> <p>Issues in community are those related to poverty and deprivation and the town needs a range of services to address these</p> <p>GDT and GCC have quite different focus and there is room for both.</p>
Upward Mobility	<p>Upmo are running services from St Margaret's Hall at the moment three days a week. They have a waiting list and know there's more demand so are looking to increase this to 5 days from the new year. Provision of support can depend on what is needed - if someone needs 1-1 support there can be a delay while they get that in place. H&SCP attended too and agreed that they are only anticipating more demand for these services and they see this as a long term commitment.</p> <p>In terms of space the space at St Margaret's Hall is not ideal as its one hall so they can only run one group at a time (with about 6 or 7 students plus staff - many need 1-1 support). They are looking for a minimum of 2 rooms - maybe 3 as they want to allow for some growth - they are already outgrowing other facilities; access to kitchen for workshops/training and an office. Because of potential for accommodating personal care they will need a changing places toilet - Gorebridge Carers are keen for this too. There was some discussion about what could be shared space - for example Upmo only provide day services so potentially GCC could have access to this in evening. However they (Upmo) will need some space that is secured for storage. Access needs to be considered obviously and things discussed here were about parking (taxi drop offs and pick-ups); security and whether there could/should be separate access for the orgs.</p> <p>There was also some talk about outside space - potential for Upmo to take on responsibility for this and can use as a training.</p> <p>There does seem to be opportunities for orgs to work together and refer - e.g. they talked about using garage/workshop space for things like bike maintenance classes, PAT training, handyman service and Upmo do some of this already. Upmo do seem to be looking to establish themselves locally and link into what else is going on - they looked at tendering for the café at the Beacon but chose not to but talked about linking in with it in other ways.</p> <p>In terms of rent they recognise GCC needing to make the building work, cover costs etc.</p> <p>H&SCP indicated that though budgets are tight there might be some money for getting things established/up and running and potentially some money from Council.</p>
Arniston FC.	<p>They have around 260 kids from ages 4/5 up to an under 19s team. This includes a separate girls section. This has grown significantly - had around 80-90 kids 4 to 5 years ago. They have around 30 volunteer coaches (mostly parents).</p> <p>They are leaseholders for facility at Goreglen (changing rooms, toilets, pitches) and have been successful in getting grant funding for 7 a side floodlit pitches at Arniston Park which they use for winter training. Currently looking at how to fund changing facilities there.</p>



	<p>GCC has supported them with things like getting charitable status and going for grant funding; also links them in with other groups locally so they seem to have a very positive relationship with GCC and very supportive of their work generally. They were aware of plans for police station and support work GCC want to do – raised some questions about hub and just understanding what was going to be offered there but felt there was a real need for services in general in Gorebridge (They also brought up the issue that there’s been a lot of new housing going up in Gorebridge with a lack of services to go with it)</p> <p>They are aware there’s issues related to deprivation/poverty – particularly in relation to transport costs (spoke about having to arrange lifts for kids to get to and from games and training as they have no other way of covering costs). Also poor health (which they see themselves as having a role to address by providing opportunities for kids to get involved in physical activities)</p> <p>Happy to support GCC’s work and given proposed focus on families they could be a useful partner in this as well as providing links to wider community through parents and are happy to explore those options with GCC as their plans develop.</p>
--	--



4. Capacity to Deliver

4.1 Introduction

This section of the report scopes out options for the delivery of the project. It will help the Steering Group think through issues that will be articulated in the Business Plan.

An analysis of the risks involved in this model will be included in the Business Plan.

4.2 Governance and Skills

The company has a significant track record in local service delivery as is outlined in section 1.2. There are 8 board members who are highly motivated and have achieved a significant amount in a very short space of time. They are natural collaborators and are highly passionate about the town of Gorebridge.

4.3 Funding and Fundability

The conditions report pointed out that over £200,000 is required simply to bring the building up to a usable standard. There are not major renovations required but there may be further investment needed to create a bespoke space, inside and out, that meets the needs of the community. As a result we are estimating a required capital budget of £300,000

The table below shows which grants may be available to the project given its structure and purpose.

Fund	Notes	Potential Amount	
		Capital	Revenue
Big Lottery medium grants for community-led activity [£10,000 to £150,000]	Aims to support communities to improve the places in which they live and the wellbeing of those most in need. Minimum project month three years: would be suitable for funding a development officer. Rolling application process	£30,000	£50,000
Big Lottery Community Assets funding	Though in the past this would have been a strong opportunity for GCC, the fact that the budget is under severe pressure and that funding has already been allocated to the Beacon, make this unlikely	n/a	
Garfield Weston Foundation	Will provide capital for facilities to support community life and revenue grants for volunteer schemes	£50,000	£20,000
Climate Challenge fund	Once the building is owned, this fund can cover energy efficient measures particularly new heating system, insulation and windows.	£50,000	
Trusthouse foundation	Will fund the upgrade of village halls and similar spaces. Though there is a focus on the 20% most deprived areas of Scotland	£75,000	



Robertson Trust	The client group would fit well with the Robertson Trust's giving strategy and their desire to fund direct delivery partners. Potential for a special project but can only fund up to 25% of capital	£50,000	
Bank of Scotland Foundation	Large grants programme for "Improving the standard of local facilities"	£100,000	
Wolfson Foundation	The Wolfson Foundation Health and Disability grants fund new buildings, refurbishments and equipment for a range of organisations delivering excellent care and support.	£100,000	
Other funders	There are other funders who would be interested in supporting GCC due to their way of working and client groups.	£50,000	£50,000

On balance it would seem reasonable to assume that the target of £300,000 capital and a small amount for revenue is challenging but feasible.

4.4 Financial Viability

Early financial modelling has been undertaken to understand some of the key costs involved in this development

Income streams will be;

- Upward Mobility as a core anchor tenant
- Room hire (minimal due to other facilities offering this)
- Grants in relation to addressing deprivation and health
- Health and social care contracts

Two models have been considered and there are variables within both.

Model 1

This has a staff complement of Operations Director (4 days a week), Admin Officer 2 days a week and a full time Well-being Officer delivering projects.

Staff posts	Salary	NI	pension	Portion	Total
Operations Director	£28,000	£2,701	£840	0.80	£25,233
Admin Officer	£22,000	£1,873	£660	0.40	£9,813
Well-being Officer	£25,000	£2,287	£750	1.00	£28,037
Cleaner / Caretakers	£17,000	£1,183	£510	0.20	£3,739
Total	£92,000	£8,046	£2,760		£66,823



This model requires the core anchor tenant to be paying around £1000 per month (ideally more) with 40% occupancy on the rooms for hire and the remainder funded by grants, service level agreements and contracts. The example of Glenboig has been used as a similar coalfield village which has managed to make this work over many years. It can be a challenging model but one that is successful in many places. A summary is shown below;

	Model 1
Income	
Trading Income	£61,702
Grant, SLA and fundraising	£34,000
% sustainability	64%
Total Income	£95,702
Expenditure	£90,683
Surplus	£5,020

Model 2

Model 2 is an attempt to reach financial sustainability without grants. Though occupancy rates or hourly rates could be increased, this is not viewed as feasible. As a result if grants are removed, staffing will need to reduce. This model shows a retention of some Admin and caretaking function and the Well-being Officer but the loss of the Operations Director.

	Model 2
Income	
Trading Income	£51,702
SLA and fundraising	£14,000
% sustainability	79%
Total Income	£65,702
Expenditure	£65,450
Surplus	£253



5. Findings and Recommendations

5.1 Findings

Assets in the Area

- Despite the evidence of relative deprivation, the key things that people liked about Gorebridge was the community spirit (over 50%) so this is an asset to build on. Without facilities there is no way for people to bump into each other and build cohesion so this asset is vulnerable if it is not protected.
- This is a proactive community which has already come together to save local assets and to develop new services.

Thoughts about the Police Station

- The property is a detached single storey building of approximately 268m² with good internal and external space. The assessment is that the property presents an opportunity for a “highly useable community facility” but substantial investment is required.
- Facilities was the main thing that survey respondents thought was missing (36%)
- There is a general lack of facilities for families in the town. Transport is a problem with many people not able to travel for services because of cost/time. There is therefore a need for a facility in the community.

Challenges in the Area

- There is a very strong policy link with what GCC want to achieve

Population Growth and Pressure on Services

- The population has grown between the 2001 and the 2011 census and major house building is planned for the near future. There are plans for more than 3000 houses in and around Gorebridge over the next 5 – 10 years.
- Stakeholder interviews and the community survey highlighted the pressure the growth in population is putting on the primary care medical centre in terms of waiting times for appointments.
- This growth will require services and facilities to ensure this remains a viable living community with good infrastructure.

Youth Issues

- The population is younger than the overall picture for Scotland
- Youth unemployment is high, running almost 7% above the national figure of 27.8%.
- Lack of job opportunities is also linked into mental health. Would be good to have something like a Men’s Shed – would provide training for younger people and provide opportunity for intergenerational work too.
- Gorebridge under serviced in general. There is a particular need around mental health of young people and support for young people



Health and Well-being

- The average number of people per household is higher than Scotland but the average number of rooms is lower.
- There are more households with one or more carers in residence (19.3% compared to 16.8%).
- The school indicated that a strong focus on ADHD would be positive and needed.
- Mental health is a big issue especially for young people
- Drug and Alcohol issues are on the rise. There are higher than average hospital admissions for these and an overt need in the community indicated by stakeholders

Learning

- The % of households where no one aged 16-74 has qualifications or is in full-time education is higher than Scotland as a whole and the % of 16-18 year olds who are in full-time education is much lower than for Scotland.
- The waiting list for the College upmo will develop is high and growing

Welfare

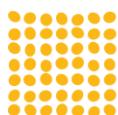
- Deep rooted social issues were identified by all stakeholders who are well linked into the community from those running foodbanks to the local primary school. This is reflected in the statistics.
- Demand is high and increasing for CAB services, debt advice and the food bank largely due to welfare reforms including introduction of universal credit. The food bank is currently dealing with 2000 people in a year.
- CAB currently have a 3-4 week wait for appointments. The library service is a drop in service and there are always queues The bulk of their work is around benefits and debt (c70% debt)
- Food poverty, social isolation (e.g. young mums or older people) and mental health issues were raised by many of the stakeholders. There are also issues of homelessness and addiction in Gorebridge.

Social Isolation

- The loneliness of older people also young single parents was highlighted by many stakeholders.

Services Demanded to meet this need

- 98% of respondents agree that activities to improve health and well-being are vital
- 100% of respondents agree that learning and advice is vital
- Broadly speaking there are numerous suggested services around health and well-being and community cohesion.
- A social area to be and feel safe as well as specific services emerged as important.



Support for the Project

- 100% of respondents were supportive of securing the building for community use
- 91% support asset transfer with a small element of nervousness
- There was consistent support from all stakeholders

Capacity of GCC

- The group has a history of community led activism and is rooted in the local community and they have developed many new services and initiatives already within the village. The company has a significant track record in local service delivery as is outlined in section 1.2. There are 8 board members who are highly motivated and have achieved a significant amount in a very short space of time. They are natural collaborators and are highly passionate about the town of Gorebridge.
- This is both a reactive (to community needs and demands) and a proactive (with new ideas to address the needs) organisation.

Fundability

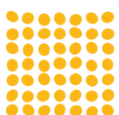
- On balance it would seem reasonable to assume that the target of £300,000 capital and a small amount for revenue is challenging but feasible.

Financial Sustainability

- The finance modelling shows challenging conditions but sustainability achieved by a combination of a core anchor tenant and health and social care contracts. Opportunities for room hire and events are minimal due to other facilities in the community.
- To reach financial sustainability without grants will require a reduction in staffing from three to two or a significant increase in occupancy rates.

Partners

- There was some early concern about the position of the Gorebridge Development Trust as they have already developed a new facility that is about to open. In fact research indicates a strong potential partnership and complementary approaches to the needs of the community.
- A very significant range of willing partners, (from the schools and churches to statutory services and other small community groups) emerged from the research and will be fleshed out in the business plan.



5.2 Recommendations

Community Enterprise recommend

The Asset

1. Pursuing the asset transfer with a view to developing the facility and the services within it.
2. Doing this with a strategic focus on addressing disadvantage, poverty, poor health and low educational achievement in way that the whole community comes together to address the challenges it has itself identified.
3. In the first year of operation, secure capital funding to improve the building to make it more community based with a focus on direct service delivery whereas the Beacon operates more like a landlord letting community space.

The Services

4. Maintaining current valued services and enhance access to them by securing a good base.
5. Formalise the relationship with Upward Mobility in relation to their position as anchor tenant.

Partnership

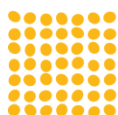
6. Discuss partnerships and joint initiatives with local organisations to be set out in detail in the business plan.

Staffing

7. Consider grants, trading and fundraising as a route to achieving the sustainability of core staff posts, building in financial sustainability into the job descriptions.

Communication and Increasing usage

6. Increase usage by an innovative and interactive communication and marketing plan building on the excellent work already done with social media and notice boards.



5.3 Next Steps

These are the key next steps for the project:

