

# Lime Grove



## Business Plan 2018-2028



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## 1 Executive Summary

This document comprises the business plan for the development of a new **Community Hub** at **Lime Grove**, North Berwick. The Plan was commissioned by the Lime Grove Asset Transfer Group, a sub-group of the North Berwick Coastal Area Partnership. The Plan is primarily targeted at three organisations:

- The North Berwick Trust
- East Lothian Council, and
- The Scottish Land Fund.

Three things have happened in North Berwick which have given the town a potentially wonderful opportunity:

- The Community was given an opportunity to voice its aspirations through the community conversation initiated by the North Berwick Coastal Area Partnership
- The last piece of brownfield land in the town – Lime Grove – became available
- Funding for the benefit of residents of North Berwick, through the custodianship of the North Berwick Trust, will shortly be accessible.

Lime Grove offers an opportunity to do something transformational for the North Berwick. Weighing community aspirations, need and commercial feasibility, the Lime Grove Asset Transfer Group proposes the development of the **Lime Grove Community Hub**. This Hub will result in the delivery of:

- **£6,022,450** in social return potential over 25 years operation
- A sustainable, community owned and controlled enterprise
- Provision of services for all generations
- 10 full-time-equivalent jobs, including 3 waged traineeships
- The protection of the site's biodiversity.

The Lime Grove Hub will offer a welcoming environment to all generations, designed from conception to be friendly to those living with cognitive or sensory impairment, neuro-non-typical conditions and dementia. The Lime Grove Hub will include:

- A youth facility able to quadruple services to young people in the town
- A soft play area for under 10s
- A flexible theatre space offering opportunity for cinema, drama and leisure
- A café which will take advantage of the stunning views
- Bunkhouse accommodation to support tourism
- Community gardens
- An outdoor amphitheatre.

The site has a potential value of £2.5m to £3.5m (depending on the status of various burdens) with an anticipated build cost for the Lime Grove Hub of £3.75m.

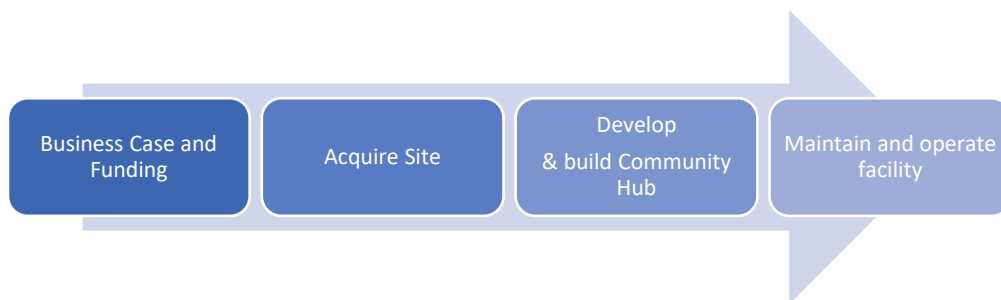
This proposal offers a unique opportunity for both East Lothian Council and North Berwick Trust. Asset transfer by East Lothian Council coupled with investment by North Berwick Trust could create an opportunity for North Berwick people to provide services that it has identified as needed, wanted, financially sustainable and creating tremendous social impact.

## 2. Document Structure

This document presents the development of the business case for the Lime Grove site, which can be divided into four main stages:

- Business case, including options appraisal, stakeholder consultation and viability
- Acquisition of the site
- Development of Community Hub
- Maintenance and operation of facility

These are illustrated by the following diagram which is provided throughout the document to indicate the relevant stage:

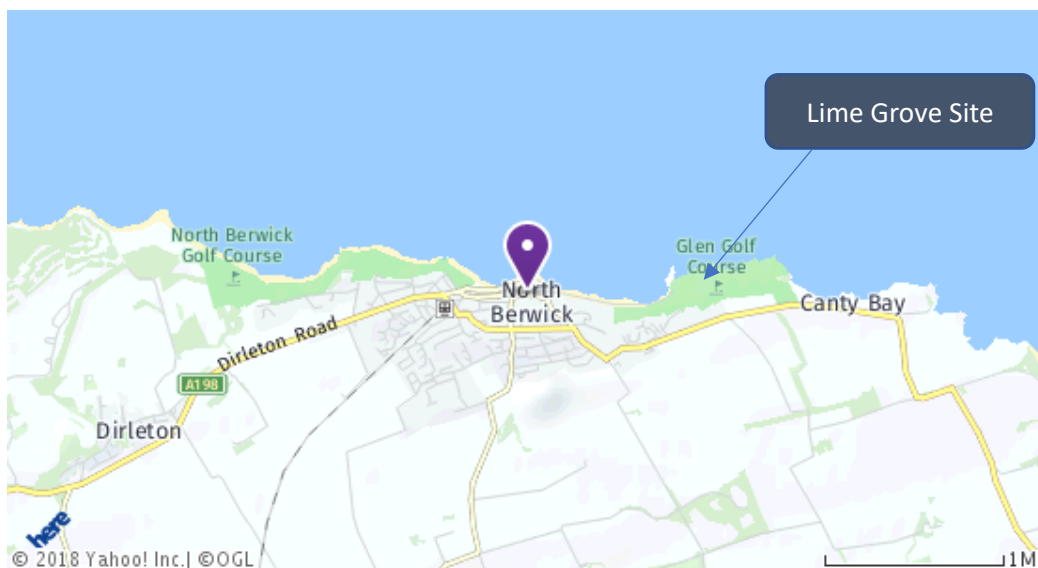


## 3. Introduction and Background

### North Berwick

See Appendix 3a Lime Grove Statistical analysis

North Berwick is an attractive seaside town in East Lothian, 25 miles East of Edinburgh, making it a popular commuter area. It has a core resident population of 6,600 people, extending to over 13,700<sup>1</sup> across the local authority ward of 'North Berwick Coastal'. The population is growing and ageing. An increased demand on services is predicted due to new housing developments. It is also a tourist destination, with attractive beaches and surrounding countryside.



<sup>1</sup> [East Lothian Council 2017](#)

### Lime Grove Asset Transfer Group

The Lime Grove Asset Transfer Group (LGATG) is a sub group of the North Berwick Coastal Area Partnership, which is one of six area partnerships working to influence service delivery and contribute towards the [East Lothian Plan](#). The LGATG is currently liaising with East Lothian Council regarding the potential community purchase of the Lime Grove site for the benefit of the community. This business plan presents a case for community asset purchase, ownership and future management.

### The Lime Grove Site

Please see Appendices:

Appendix 7 Lime Grove Site Appraisal and Appendix 4b Protected Species at Lime Grove. Lime Grove is the last brownfield site in North Berwick. Therefore, the site presents a rare and potentially final opportunity for the community to purchase land to develop a facility that will significantly benefit the community of North Berwick for future generations.

Lime Grove, situated on the cliffs at the east end of North Berwick, is owned by East Lothian Council and was formerly used as a storage depot. The now derelict site benefits from excellent views across the beach to North Berwick and out to sea, is adjacent to a golf course and is backed by high quality housing. The site comprises 1.3 ha some of which is covered by a Conservation Agreement restricting development. The land has been valued by East Lothian Council's District Valuer at between £2,400,000 and £3,650,000, depending on whether these restrictions are removed. Restrictions include a "lien" in favour of National Trust for Scotland and the presence of a protected species of newt and possibly a bat population.



## 4. Community need and challenges

Key points (please see Appendix 3a Lime Grove Statistical analysis):

- The town is wealthy, relative to East Lothian, but has pockets of less well-off people, so there are high levels of inequality
- There is a large and growing older population
- The number of people living with dementia is increasing
- 14% of the population have poor mental health or learning disabilities, physical ill health or disabilities
- There is a high and increasing population of 5 to 15-year-olds with reducing services targeted at them
- There are over 300 young people assessed as having additional support needs in the ward.

There are no specific areas of deprivation recorded in the North Berwick Coastal (NBC) Ward. However, the Scottish Index of Multiple Deprivation statistics<sup>2</sup> illustrate a **high level of inequality**. This causes reduced social cohesion and potentially increased health and well-being issues<sup>3</sup>.

Four data zones in the NBC ward are within the 10% most **access deprived** in Scotland with 52.4% of the population classed as living in remote small towns, making access to services difficult through costly transport, and reducing opportunities for leisure and social activities.

<sup>2</sup> Scottish Index of Multiple Deprivation (SIMD) 2016

<sup>3</sup> 'The Spirit Level' Wilkinson and Pickett 2010

North Berwick Coastal ward has a **growing population** which is likely to place pressures upon services in the future. The ward has a strong growth rate which is approximately double that of Scotland as a whole, with a 10.7% rise in population since the 2001 census.

The population is ageing. The number of people **aged 65 years and over** living in the NBC ward is expected to increase to 31.1% by 2027 and 56% by 2031. The number of people living with dementia is also increasing. It is also well documented that an ageing population is particularly predicated to loneliness and social isolation<sup>4</sup>. The 2014 Jura Consultant's report highlighted how access to theatre could play a role for older people in tackling these issues.

There are currently over 3,500 **people aged 0-24** in North Berwick, and proportionally more 0-15-year olds in NBC ward and East Lothian than in Scotland as a whole. This makes youth services an important consideration. There is also perceived **lack of training** and education opportunities for young people in North Berwick who are excluded from Higher Education opportunities.

## 5. Community engagement and consultation



Please see Appendices: Appendix 2b Lime Grove Community Consultation Survey Results, Appendix 2c Lime Grove Options Appraisal, Appendix 2d Potential Options Shortlist [and](#) Appendix 2e Lime Grove Community Hub Options and Variations.

The North Berwick Coastal Area Partnership initiated a **Community Conversation** beginning in 2015. Many events have been held to gather views and engaging 600+ people. This included a public meeting involving 160+ people who voted in favour of community acquisition of Lime Grove.

Desirable facilities highlighted during conversations include a community hub, employment sites, growing spaces, affordable housing and services to promote health and wellbeing. This consultation has illustrated strong community support for performing arts and youth facilities to be developed, as these were ranked first and second in the recent North Berwick Coastal Partnership survey.

January/February 2018 consultations included:

- 2 x 30+ wider Lime Grove Asset Transfer group meetings
- A public meeting of 120+ (appendix 2e)
- A community consultation survey involving 368 people (appendix 2b)

This consultation/options appraisal process honed the thinking of the community. Thinking developed around the areas of developing a facility at Lime Grove that provided for:

- flexible/multiple uses
- intergenerational community and social activities
- specific resources for young people
- arts based activities including theatre and cinema
- a café and soft play

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<sup>4</sup> [Age UK Loneliness and Isolation Review](#)

[East Lothian Resident's Survey 2017](#) surveyed around 1500 respondents, as a representative sample of people living in East Lothian. The East Lothian Residents' Survey (261 respondents from North Berwick Coastal) responses to 'what most needs improving' in your area:

- Activities for teenagers (11%)
- Affordable decent housing (7%)
- Road repairs (7%)
- Health services (6%)
- Wage levels (5%)
- Jobs for local people (5%)

In 2014, a survey (430 respondents) regarding a potential **Performing Arts Centre** carried out by Jura Consulting provided the following findings:

*"The community felt that there was a lack of Arts provision in North Berwick and supported the development of an Arts Centre that would include cinema, café, theatre, exhibitions, bar, shop and car parking."*

## 6. Options Appraisal



Please see appendices Appendix 2c Lime Grove Options Appraisal, Appendix 2d Potential Options Shortlist and Appendix 2e Lime Grove Community Hub Options and Variations.

A comprehensive Options Appraisal was carried out during early 2018.

LGATG discussed the range of options, taking into consideration the following points:

- The site is **iconic** and therefore should have development which builds on that
- The development should be potentially **game-changing** for the town
- The development should have a strong reasoning for use on **this site**
- It should reflect community **need**
- It should have a potential to at least financially **break-even**
- It should have a demonstrable **social impact**.

The options appraisal process:

- began with 17 options identified through a largescale community survey (Appendix 2b Lime Grove Community Consultation Survey Results).
- These options were then condensed into 11 (Appendix 2c Lime Grove Options Appraisal) where ideas could be combined.
- Following consultations with the East Lothian Community Health Partnership, the local Health Centre option was excluded due to decision making time constraints on their part.
- The eleven options were assessed and then counter-posed with 5 detailed suggestions (Appendix 2d Potential Options Shortlist) based on them from the business planning consultants. These highlighted income generation and social impact issues against community want and need
- Following Asset Transfer Group meetings, 3 differing versions of a Community Hub were presented to a public meeting for discussion (Appendix 2e Lime Grove Community Hub Options and Variations)

- This was then followed by a local Asset Transfer group meeting to solidify the proposals.

Through consideration of each of these prioritised options with the wider community, assessing the best fit against the requirements of the community, LGATG made a decision to focus on a **Community Hub**, which would enable the combination of a variety of community activities, income generating opportunities and local services in one facility.

## 7. The Lime Grove Community Hub



### Vision, Aims and Objectives

Our Vision, aims and objectives are constructed to best reflect the common interests of the people of North Berwick as expressed through the strategy and policies of:

- North Berwick Trust
- East Lothian Council, and
- The North Berwick Area Coastal Partnership.

Vision	<i>A sustainable Community Hub where people can learn, create and enjoy.</i>		
Aims	To promote Community Development	To promote Sustainable Development	To promote Young People & Children's Development
Objectives	To establish a community-controlled Trust for Lime Grove	To acquire ownership of the Lime Grove Site for the local community	To establish a dedicated Young People's facility and a new children's soft play facility
	To establish a theatre/flexible-space, multi-purpose rooms and community gardens.	To ensure biodiversity by safeguarding the Great Crested Newt and Bat population.	To increase youth participation 4-fold from currently 50 to 200 unique weekly users
	To provide 50 theatre/dance/drama/cinema events annually for 800 unique users pa.	To complete the build, establishing an economically sustainable Hub incl. a community café/bistro and Bunkhouse.	To develop children's soft play usage to 150 unique weekly users
	To provide a programme of leisure and inclusion activities for 250 unique users pa	Directly Create 10 FTE jobs including 3 waged training posts	To establish a programme of "Show-in-a-week" young people's stage performances with 150 unique users pa.
	To establish a community garden site	Deliver a financially sustainable Hub incl. 250 unique weekly users of café 1300 unique users of the bunkhouse p.a.	To offer a wider and deeper variety of youth opportunities for the 200 unique weekly users of the youth facility

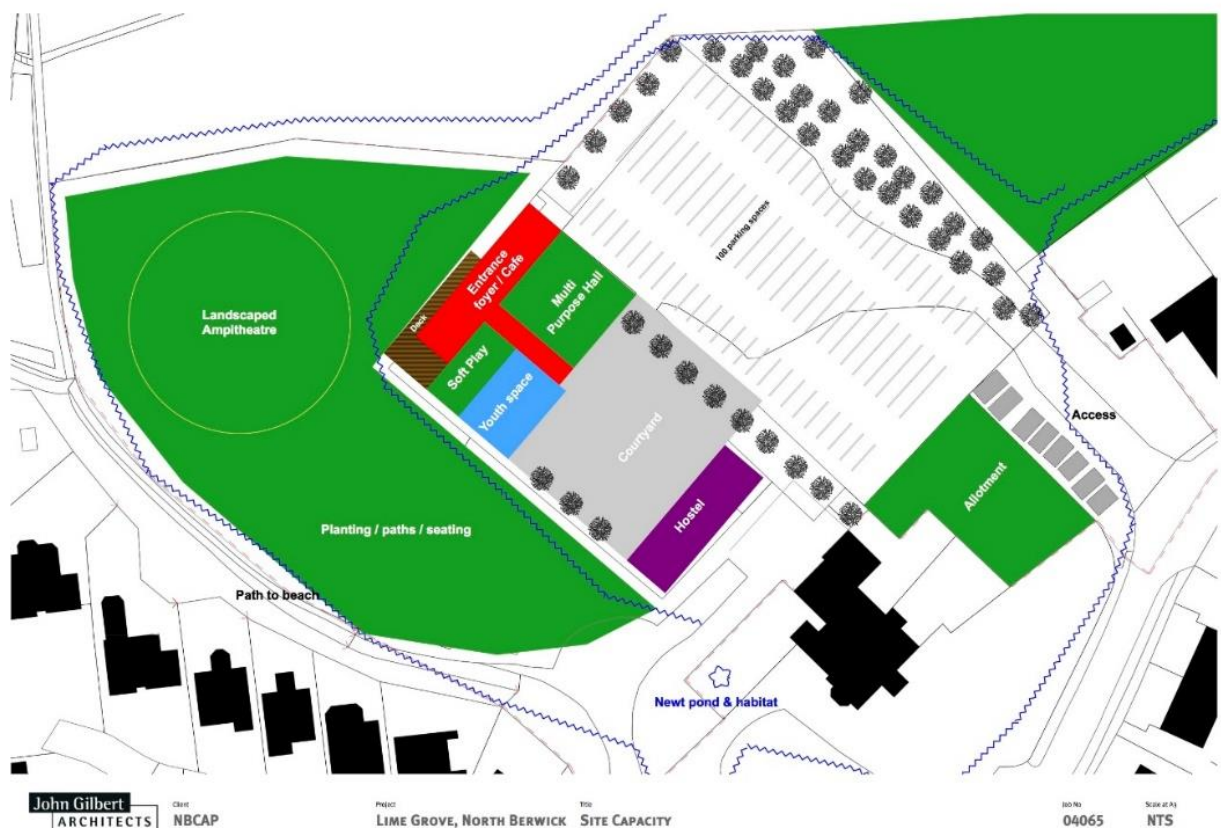


## Proposed Building

Please see

Appendix 7 Lime Grove Site Appraisal for further information.

The Lime Grove Hub will be designed sympathetically to reflect the character of the site, taking advantage of the wonderful views. The development will be designed to be fully accessible with the needs of the whole community in mind including buildings and gardens accessible to people living with dementia and/or sensory impairment.



## Lime Grove Hub Activities

- Younger people will have their own bespoke 150 sq.m. Youth Space, incorporating a recording studio, table tennis and pool and break out spaces for different age groups, for afterschool, evening and weekend use
- A 100 sq.m. soft play space will adjoin the café for family daytime use
- The multi-use hall will regularly screen films to appeal to all ages, and facilitate visiting live theatre, music and dance
- There will be a high-quality 40-seat café, providing light snacks and drinks throughout the day, with a bar facility at events, attracting locals and visitors alike. The café will provide catering facilities for events, private functions and conferences
- People will be welcomed to drop in to the café, to take part in physical and creative activities and to share skills with younger people
- The Youth Project will work with older people's groups to develop intergenerational heritage and garden projects, building upon current activity

- The Youth Project will provide life skills and mental health and well-being support for young people
- An integrated employability programme will be put in place across all aspects of the business
- Volunteering, apprenticeship and work options will be available for people of North Berwick through the café, bar, venues, theatre, music, soft play and bunkhouse
- Individuals, community groups and organisations will be welcome to hire space to run activities and events year round
- Subsidised access to performances will be made available through volunteering opportunities and a 'pay for another' scheme, enabling people to pay for additional tickets to be used for those who need them
- Specialist programmes for people with learning disabilities and/or mental health problems will be available year-round
- A 32-bed Bunkhouse/Hostel will support income generation and employability opportunities
- Landscaped community gardens.

## 8. Market analysis

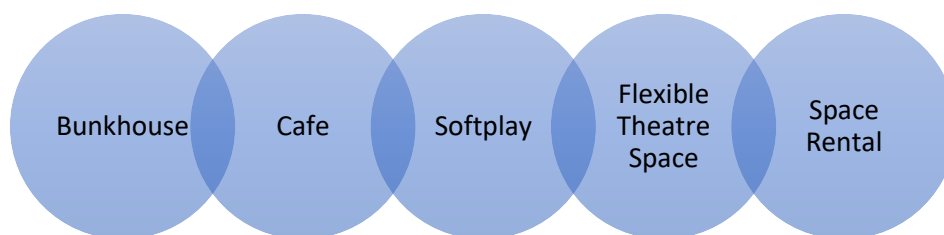
Please see APPENDIX 2a: Market Analysis for Lime Grove Income Generators for the full analysis.



Research for this project consisted of interviews with competitors and comparators and desk-based research. We have looked at the current and future market needs, potential income and commercial sustainability.

The key to the success of the Lime Grove Community Hub is to make the spaces flexible so as the project develops, spaces can be used for multiple purposes. Previous hubs of this type have found that the type of facilities demanded changes over time and to maximise income, the ability to adapt is essential.

The potential income generators looked in the market analysis were:



### Products and Income

We have highlighted upper and lower income stream potential. In our financial forecasting (appendix 1) we have consistently reflected the lower end of income generation. This has been coupled with an annual inflationary uplift.

Income Source	Assumptions	Annual Gross Income	
		Lower	Upper
<b>Bunkhouse</b>	32 bed Bunkhouse with 8 x 4-bed rooms. Assume 40% occupancy annually. Open 360 nights a year. Charge £30 - £40 per bed per night. (32 beds x 360 nights) x 40% occupancy = 4,608 bed nights 4,608 bed nights x £40 per bed per night = £184,320		£184,320
	4,608 bed nights x £30 per bed per night = £138,240	£138,240	
<b>Café</b>	<b>Day Café</b> - Assume: Open 360 days a year. 50 covers a day average. Average café spend £5 - £7.50 50 covers a day x £7.50 x 360 days = £135,000		£135,000
	50 covers a day x £5 x 360 days = £90,000	£90,000	
	<b>Fringe by the sea</b> 1,050 (50% of visitors) x £7.50 = £7,875		£7,875
	1,050 (50% of visitors) x £5 = £5,250	£5,250	
	<b>Evening Theatre Events</b> Bar income. Assume 50% of people by 1 drink for £3 1,200 x £4 = £4,800		£4,800
	1,200 x £3 = £3,600	£3,600	
<b>Soft Play</b>	Based on 100m2 dedicated facility. Assume 25 children a day, 360 days a year = 9,000 children Charging £3 - £5 per child 9,000 children x £5 = £45,000		£45,000
	9,000 children x £3 = £27,000	£27,000	
	<b>Parties</b> Additional income from parties at £11 per child. 2 parties a week x 10 children x £11 x 52 weeks = £11,440		£11,440
	1 party a week x 10 children x £11 x 52 weeks = £5,720	£5,720	
<b>Theatre hire, Large Room</b>	<b>Hall Hire</b> £100 - £150 for the evening. £20 - £30 per hour. 24 evening events per yr x £150 = £3,600		£3,600
	24 evening events per yr x £100 = £2,400	£2,400	
	12 full day events per yr x £240 = £2,880		£2,880
	12 full day events per yr x £160 = £1,920	£1,920	
	500hrs hall hire x £30 (10hrs a wk, 50 wks a yr) = £15,000		£15,000
	500hrs hall hire x £20 (10hrs a wk, 50 wks a yr) = £10,000	£10,000	

<b>Income Source</b>	<b>Drama</b> Show in a week + other similar events. Internally run. £86,000 – based on Dunblane Centre model. Reduced to 2 shows in a week, 1 panto, 1 24 hr show	£85,800 £66,200	
	<b>Assumptions</b>	<b>Annual Gross Income</b> <b>Lower                  Upper</b>	
	<b>Theatre + Fringe</b> Am-drama and touring shows. Based on hall hire. 2 am-dram + 2 touring shows x 4 nts each x £150 = £2,400 2 am-dram + 2 touring shows x 4 nts each x £100 = £1,600 Fringe: 7 days hall hire x £150 = £1,050 Fringe: 7 days hall hire x £100 = £700	£2,400 £1,600 £1,050 £700	
	<b>Cinema</b> 1 film a fortnight x 28 weeks x £135 per hire 1 film a fortnight x 20 weeks x £135 per hire	£3780 £2700	
	<b>Youth Facility</b>	Rental Charge: £100 per sq.m. pa	
		£15000	

### Bunkhouse

“Budget-oriented, sociable accommodation with self-catering facilities”. The hostel market is moving away from large bunk rooms, to small 4-bed rooms with ensuite facilities. Eight 4-bed rooms with separate bathrooms is the preferred set up.<sup>5</sup>

There is a good offer of visitor accommodation in North Berwick, but a lack of hostel accommodation on the East Lothian coast. The North Berwick visitor profile is 35-54 years old, which fits well with the hostel market profile.<sup>6</sup>

Hostel market:

- 45-54-year olds are the largest age group for hostel use in Scotland by a domestic market.
- April to October is the main season.
- 57% average occupancy in the East Lothian area with local Caravan sites reporting near 100% high and mid-season occupancy. We will assume a conservative occupancy of 40%.

There is a good range of accommodation on offer in North Berwick and it is sold at a premium compared to other areas along the coast or inland.

- £65-£86pppn for a 2 to 3-star B&B<sup>7</sup>
- SYHA and SIH's nearest hostels are in Edinburgh. Neither list any hostels along the East Lothian coast.
- There are 2 caravan parks in the area reporting very high levels of occupancy. The accommodation offering is a similar standard to those proposed by the bunkhouse.

<sup>5</sup> Interview with Scottish Independent Hostels – 120 independently run hostels.

<sup>6</sup> Visit Scotland 2016 Annual Report and East Lothian Tourism Action Plan 2016-18

<sup>7</sup> Based on searches for accommodation in May. Source: booking.com

- Tantallon Caravan Park is near the Lime Grove site and has caravans and wigwams for hire. The wigwam hire charges are a similar cost to those proposed for the Bunkhouse. July prices are roughly £30pppn and the facilities are similar to a bunkhouse, although wigwam guests have to provide their own bedding, plates and cutlery. The wigwams sleep 5, toilets are in a shared block.
- Gilsland Park has static caravans, studios and glamping pods. The studios are similar to the hostel rooms (with additional TV and outside area) and cost from £50pppn. The glamping pods are more basic, cost £75 for 5 people in the summer.

### Softplay

Research<sup>8</sup> shows that there is demand for smaller soft play areas that are attached to good quality cafes. Small businesses models have been built around creating spaces where children can play, but where grown-ups can get the full coffee shop experience. Some of these cafes also host activities, such as story time, junior language classes and music classes for nursery aged children, bringing further added benefit to the community.

A softplay facility in Lime Grove can market itself to the local population (including loyalty cards) as well as a wet weather option for visitors. Income can be generated from entry fees, children's parties and loyalty cards.

Haddington and Dunbar have the nearest softplay cafes

- Jabberwocky Soft Play and Café, Haddington, has a small softplay area attached the cafe, open 7 days a week. They describe themselves as a "play café", much smaller than dedicated facilities in Edinburgh. £3.50 - £6 per child (depending on age). Parties from £11 per child. Good reviews on tripadvisor. Staff turnover was one issue identified.
- Splat Activity Café, Dunbar – café with smaller softplay. Poor tripadvisor reviews. Potentially closed.
- Jamboree Adventure Soft Play in Musselburgh is attached to the sports centre. It's a multi-level facility for younger children, aged 3months to 6 years. £4.60 per child for 90 minutes. Parties are £63 per hour for up to 20 children, with an additional £5-£6pp for food.

The soft play charge to customers will depend on the offering that is provided.

- Dedicated softplay centres charge between £4 to £6 per 1-5 year old, usually for unlimited play (sometimes limited during busy periods).
- Play cafes or cafes with smaller softplay charge £2 to £3 per 1-5 year old.
- Loyalty cards could be offered. For example, "a play pass for 10 play sessions for £25.00". This would incentivise the carer to return to the soft play and generate more income for the café.
- Party Hire at weekend can also bring in additional income for the softplay, café and/or hall.
  - Dedicated softplay centres charge £10-£11 per child, including 90 mins softplay and 30mins party tea.

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<sup>8</sup> <http://www.telegraph.co.uk/foodanddrink/11544958/Child-friendly-cafes-at-last-Decent-coffee-and-safe-soft-play.html>

- Play cafes charge for hire of the area and food £200 for 2 hours (14 children).

## **Café**

Freshly prepared, locally sourced food is the type of service people will expect at the Lime Grove café. Coffee, cakes, soups and sandwiches - a simple menu produced to a high standard, is recommended.

3 markets have been identified:

- Local Market: The café will benefit from the added pull of the other facilities available in the hub, particularly the softplay.
- Tourist Market: An affordable, good quality menu in addition to the facilities available at the hub will attract visitors including from the bunkhouse.
- Theatre Event Market: The theatre/large room provides a venue for events which may require catering and bar facilities.

Of the 31 restaurants and cafes listed on Trip Advisor in North Berwick, most serve “British” or “Scottish” food. However, the top 3 restaurants all serve Italian food. It was very, very strongly felt in consultations that a café was both essential and would not offer displacement.

Assume a café with 40 covers, adjoined to the softplay area, but organised so that the softplay area can be closed off and the café can service the theatre or youth market. Other considerations:

- Open 360 days a year, 9 a.m. to 4.00 p.m. with evening opening when events were held.
- Average café spend £5 - £7.50
- 50 covers a day average, including allowance for evening events.
- Licensed bar
- Afternoon teas
- Free Wi-Fi
- Loyalty card to keep people coming back
- Outdoor seating to extend capacity in the peak summer months

## **Large Room | Theatre Hire**

This flexible space will be available for hire as a theatre or as a hall space. Example uses:

- Hire for leisure activities: yoga, zumba, cubs, scouts
- Private event/functions
- Meetings / Conferences
- Amateur dramatics
- Youth theatre – show in a week etc
- Cinema
- Visiting theatre
- Fringe by the Sea
- Fundraisers comedy nights, cabaret, quizzes, etc

The Jura Feasibility study for a Performing Arts Centre carried out in 2014 has been used for reference. It found:

- Strong demand for a North Berwick Arts Centre amongst both members of the community and the local arts sector. A cinema, theatre and exhibition space were identified as the preferred arts programmes with strong support for facilities including a café, bar and car-parking.
- The immediate local market as the primary market for arts performances. Day trip and tourist audiences, amongst whom an Arts Centre could enhance the appeal of visiting North Berwick, as secondary markets

Income generation activities include:

- Hall Hire: by the day or hour
- Drama: Show in a week + other similar events, modelled on the Dunblane Centre.
- Theatre: 4 Am-drama or touring show a year.
- Fringe by the Sea: 7-day event
- Cinema: 1 film a week

#### **Income Comparator: The Dunblane Centre Show-In-A-Week Programme**

The Dunblane is of a similar size and has a similar population profile to North Berwick. The Dunblane Centre was originally planned as a youth centre, but plans became bigger and grew to include a large sports hall and a variety of small rooms for theatre, music and art.

Its youth drama program has been very successful, both financially and in terms of impacts. It attracts large number of participants (they are always oversubscribed), generating a very significant income for the Dunblane Centre on which we have conservatively modelled our income. Currently, the Dunblane Centre operate 4 “Show-in-a-week” productions pa with 150 participants each paying £110 per week. This is coupled with 3-4 packed performances per show which are sold at £10 per ticket on audiences of 200 per performance. Staffing is primarily volunteer-based but we have accounted for professional support costs.

## 9. Displacement and competition

Please see APPENDIX 2a: Market Analysis for Lime Grove Income Generators.



### **Bunkhouse**

Some displacement may occur within the AirBnB market. This was seen as desirable in the community consultation process to limit AirBnB growth. The Caravan Parks and camping pods are currently the only budget options; however, a hostel is a social form of accommodation which neither of these facilities provide. There is also a lack of accommodation for groups in North Berwick. Campsite owners reported a very near capacity high season operation.

### **Softplay**

Haddington and Dunbar are the nearest softplay cafes, but there are no larger play areas the size of the softplay proposed, outside Edinburgh.

### **Café**

Although it is a crowded market, there are no cafes with child entertainment in North Berwick and the draw of the other facilities that will be available on the Lime Grove site. Community consultation (see appendix 2b, as well as at the February public meeting) consistently reported a very strong desire for a community café.



### Large Room | Theatre Hire

The main competition and displacement concerns are for the hall hire offer. The North Berwick Community Centre has a busy itinerary of classes for the local population. Cross over potential with children's and adult's classes would require management. LGATG is working closely with the Community Centre to ensure that the new facilities complement the current Community Centre offer. The Community Centre staff are keen to work with LGATG to increase the facilities available for the community and recognise that the current Community Centre offer is very different to that of the proposed new building. It will be important for the two organisations to maintain discussions as the project progresses. The anticipated income stream from the potential cross-over market is only £12000 pa., with the displacement only being a proportion of that. Therefore, actual levels of displacement would be limited.

## 10. Partnerships



LGATG is an active group with 30+ participants who all bring connections and potential partnerships with a wide range of groups and organisations in the area. Key potential partnerships include:

- **North Berwick Trust** is taking an interest in the potential development. This organisation has realised a capital receipt from the sale of community owned land and will be key to the financial package for the development.
- **East Lothian Council** - LGATG is currently in discussion with officers regarding the potential purchase of the site and is looking to work in partnership to deliver the best outcomes for the community.

Other partnerships which are important include:

- **The North Berwick Community Centre** is based in a very large stone built former school, with East Lothian Council currently paying for utilities, upkeep and repairs and employing a Community Development Officer, Business Support Worker and Janitor. It provides space for a wide variety of groups and clubs throughout the week (9am to 9.30pm), with limited opening hours at the weekend.
- **North Berwick Youth Project** is a key partner with staff actively involved with the LGATG. The Youth Project will be a key tenant for the Community Hub, requiring a large bespoke space for young people 7 days a week. The Youth Project is popular, with 50 regular participants aged up to 23 and 680 followers on Facebook. The current space only enables a limited number of young people to take part at any one time, so the Youth Project is actively supportive of the Community Hub project and its potential to provide a larger bespoke space for the young people of North Berwick.
- **East Lothian Youth Theatre** is keen to run classes in North Berwick if suitable premises were available.
- There are **two dance operators** currently working in North Berwick, both of which are likely to be interested in new build facilities with a stage and will be good potential partners in the future.
- **North Berwick and Area Children Youth Network** is developing links with Colleges and Universities as it has highlighted training needs in the care sector (old and young), tourism and hospitality and creative industries. Current discussions include Queen Margaret University potential placements for Public Sociology courses and



Edinburgh College looking at possible pathways to College courses through dance, music, recording and sound production workshops

- **The East Lothian Council East Lothian Works** is keen to develop employability skills placements for young people in arts, theatre production, catering and hospitality. The North Berwick Youth Project is working closely with them to achieve this.

## 11. Impacts



Please see Appendix 4a Social Impact, Appendix 4b Protected Species at Lime Grove.

**Social Impact** See Appendix 4a Social Impact.

Our social impact calculations are based on New Economy Manchester which works with public and private sector organisations across the UK to support them to develop strategies and programmes to transform their economies and public services. They have developed a nationally leading approach to analysing the fiscal, economic, and social value of economic development and public service reform projects and programmes. Our calculations of financial value of social impacts utilises their objectively developed methodology. Therefore, there are many elements of social return which because they have not quantified a financial value for, we have not either.

The annual social impact translated into financial terms across the outcomes listed below is estimated at:

- **£240,898** pa
- extrapolated over the 25 years of the proposed lease to **£6,022,450**.

Find numbers of annual beneficiaries below, using [New Economy Manchester Unit Value Database](#) values and updated to include inflationary values of 3% pa until 2018/19.

OUTPUT	OUTCOME	Unique Annual beneficiaries
Increased cultural opportunities (access to theatre and film)	Improved social and cultural engagement for all ages	200
Increased opportunities for activity and engagement for older people	Increased social cohesion, reduced loneliness and improved mental health	150
Increased activities for young people leading to increased social opportunities	Increased confidence, motivation and well-being	225
Space for young families to meet and play	Improved mental health and well being	50
Café offer providing community cohesion and social activity opportunities	Improved mental health and wellbeing for all ages	200*
Volunteering opportunities	Improved mental health and wellbeing for all ages	20
Additional informal education opportunities (emotional learning for school age)	Increased confidence and academic achievement	30
Formal learning opportunities and qualifications	Increased skills and access to jobs	6
Apprenticeships	Increased skills and access to jobs	4

*\* The 200 beneficiaries attributed to the café are in addition to those attending activities at the Hub and also using the café.*

**£6,022,450 in social return  
over 25 years operation**

The Community Hub will deliver extensive community impact across North Berwick and the surrounding area, reaching over 800 individual people in the first year. Directly addressing the potential social isolation and loneliness of the ageing population, providing a welcoming café space and soft play area for young families, and delivering bespoke facilities for the Youth Project, increasing its reach to over 200 young people annually.

There will be volunteering opportunities for young and old alike, with a payback programme in place to ensure that those volunteering their time have free or reduced-price access to the arts and cultural performances, so going some way towards addressing the inequalities in the area.

All these aspects of delivery will have an impact on the health and well-being of the community, and in particular the mental health of some more vulnerable individuals.

## Proposed Young People's Programmes



Current Provision		Proposed Provision	Additional Impact
<b>Drop ins</b>	Friday 12.30-4.00 S1-S2 4.00-19.30 S3 upwards There is no charge for these sessions. Within these sessions we provide: Drugs and Alcohol sessions  Sexual Health Sessions  Diversionary Activities	2 sessions would be run each evening 4.00-6.00 P6 & 7 6.00-8.00 S1 upwards There would be a charge for these sessions. Weekend sessions would also be on offer, which are currently unable to do due to staffing costs. We estimate 20 young people would attend each session each day.	Young people would be willing to pay because the space would be more attractive, bigger with more activities on offer, with separate areas for pool, arts and crafts, gaming etc and for delivering drugs and alcohol and sexual health sessions. More than one activity would be on offer at the same time attracting different age groups, at the evening sessions. Youth workers use the drop in sessions to form relationships with young people and signpost them to more targeted activities. Reduction in anti-social behaviour
<b>Specific Activities</b>	At present the large room in the	Movable partitions in the new facility would allow	Increased confidence, included in the community,

	Hope Rooms used to deliver occasional courses e.g. dance	room separation, allowing for different activities to run at the same time e.g. arts and craft, boxing, yoga. We envisage 2 activity sessions per week with 15 young people at each session.	young people valued by their community. More young people would engage in activities which would meet the Curriculum for Excellence – Experiences & Outcomes
Current Provision		Proposed Provision	Additional Impact
<b>Drama</b>	Currently, the Youth Project does not deliver any drama	Drama classes could be delivered in conjunction with the theatre facilities.	Ref: Dunblane Centre drama projects
<b>Disability Group</b>	One evening a week a group for young people with disabilities. Currently we only accommodate 8 young people at the youth project because of space.	The larger space would accommodate more young people (16) and 1:1 support workers. This would be an integrated provision.	There is very little provision for young people with special needs and moving to Lime Grove would enable the Youth Project to double its provision in an integrated manner.
<b>Holiday Programmes</b>	There is a limited programme of holiday drop ins and they are not always well attended. The Youth Project only has limited access to the large hall in the Hope Rooms.	Holiday programmes could be more diverse The space will be more attractive which will encourage young people to use the service throughout the year. Having the additional space will allow for activities as listed above throughout the day which will run alongside the programme of trips. Holiday programmes will be charged at a similar rate to term time drop ins with additional charges if specific activities are offered.	Young people will have somewhere to go in the holidays. Reduction in anti-social behaviour Reduction in young people's alcohol intake.
<b>One to one work</b>	At the moment there is no real privacy for C-Card delivery, 1:1 support or mental health work. It has to be done in the office or in the main Youth Project room, which risks people walking through.	A small room would allow for C-Card delivery, 1:1 support, mental health work.	More young people would benefit from this support.
<b>Inter generational working</b>	The Heritage Project provides scope for intergenerational working.	There would be more scope for intergenerational working both through having additional space but also through being a part of a community hub	More intergenerational work, which has been shown to have positive effects on older people and also on young people.

		Working with young people on employability and Activity agreements would give opportunity for intergenerational projects to take place in the space, during the day.	
Current Provision		Proposed Provision	Additional Impact
<b>Office Space</b>	Current office space is in too small and limits the number of projects the Youth Project can offer.	Adequate office space would allow the project to grow with additional funding applications being made to take on new staff for various project work	The ability to take on additional projects would mean the Youth Project is much better able to respond to the needs of young people as identified through the North Berwick Area Children and Youth network – a sub group of the Area Partnership
<b>Recording / Rehearsal spaces</b>	N/a	These would be rented out and would have to cover the cost of rental and make a profit.	The Space showed there was demand for these facilities in the town. Reduction of ant-social behaviour.

### Protected Species

See Appendix 4b Protected Species at Lime Grove.

An amphibian survey was carried out at Lime Grove in 2014 and confirmed the presence of great crested newts. This species is protected by European legislation. In East Lothian there are only five known populations, all restricted in size and isolated in the landscape. The continuance of the species in East Lothian is therefore precarious.



The presence of the species does not prevent development, but any plans to develop the site should not compromise the local population. The Lime Grove Hub Proposals seek to enhance/create new habitats.

The location of the current breeding pond is such that most of the newts are likely to be present in the rough grassland on the west side of the site. We don't not intend either new buildings or hard standing to be constructed on this grassland area.

As with great crested newts, the presence of bats does not prevent development, but does require that appropriate survey work and mitigation takes place. It is unknown whether bats use the buildings at Lime Grove, but they are generally of a style and structure which would allow bats to roost.

The Lime Grove ATG intend to commission a site survey in conjunction with our detailed design. This will allow an assessment of the key habitat features for each species on site, the size of any populations on site and the range of the species on the site. This data can then be used to highlight key parts of site to be retained, new habitats which might need to be created or specific design features which might be required on the site.

### Reasons for community ownership

The Lime Grove Site is one of the very few remaining brown field sites available in North Berwick, making it a final chance for the community to purchase a site on which to build a Community Hub facility. Community ownership of this site will contribute towards the resilience of North Berwick, providing an asset through which local groups and organisations can generate income, develop projects and provide services for the benefit of the people who live and work there into the future.

Community ownership also generates a sense of collective responsibility and an opportunity to work together to achieve significant outcomes for the community, building community capacity, cohesion and resilience.

[Community Land Scotland](#) clearly articulates the rationale for communities purchasing land including increased community confidence, self-determination, a catalyst for regeneration, enthusiasm and a sense of pride.

## 12. Strategic fit



Please see Appendix 3b Strategic fit.

The Community Hub project fits well within the relevant strategies and policies for the area and directly addresses many of the key objectives as shown below.

- [North Berwick Trust](#) mission is to work in partnership and use its resources to meet identified need and improve quality of life for residents of North Berwick. A strategic aim is to enhance recreational, cultural and sporting activities and facilities, which is directly addressed by the Lime Grove Hub.
- [North Berwick Coastal Partnership Plan \(2016\)](#) highlights several areas of focus for North Berwick Coastal development including creating a welcoming community where people have a sense of belonging and are healthy and active. This project will address objectives including working with local youth groups to improve facilities and opportunities, supporting communities to make healthy choices, developing intergenerational work and supporting and older people.
- [East Lothian Council Single Outcome Agreement - East Lothian Partnership Plan \(2017-2027\)](#) is working towards the area being more prosperous, community minded and fair, and has seven high level outcomes. The Community Hub will contribute towards delivering *strong resilient communities* (2.1), *people contributing to a thriving community life in a high-quality environment* (2.2) and *people enjoying healthier lives* (3.2).
- [East Lothian Health and Social Care Partnership Strategic Plan](#) has an objective focused around prevention of ill health and anticipating the need for support at an early stage. The Community Hub will provide social opportunities that will help to address this through group activities and support.
- [Scottish Government National Performance Framework](#) high level outcomes will be addressed through the Community Hub, in particular those concerned with confident young people, healthier lives, strong, resilient and supportive communities and older people accessing appropriate support. National indicators for improving mental wellbeing and increase cultural engagement will also be directly addressed.

- [Scotland's Economic Strategy](#) (March 2015, Communities, local assets and housing) illustrates Scottish Government's support for community led projects: *'When people feel they can influence what happens in their community, and can contribute to delivering change, there can be many benefits, and our aim is to support approaches that can contribute to a growing sense of democratic renewal and change.'*
- [National Volunteering Strategy for Scotland](#) promotes an increase in volunteering opportunities for young people; dismantling the barriers to volunteering and closing the opportunity gap; and improving the overall volunteering experience. All of these factors will be taken into consideration by the volunteering programme at the Hub.
- [Scotland's Social Enterprise Strategy 2016-26](#) - supports the aim of sustainable economic growth, tackling inequalities and building a fairer Scotland through social enterprise activity.
- [Creative Scotland's Strategy](#) aims to strengthen opportunities for excellence and diversity across the arts to be encouraged, nurtured and sustained across Scotland, and to develop collaboration and partnership.
- [Scotland's Youth Employment Strategy](#) includes promoting and increasing the number of people taking up modern apprenticeships and encouraging employers to work with educational facilities to help develop skills and increase employment opportunities. The Community Hub will aim to take on a number of MAs in all commercial aspects of the enterprise.
- [National Youth Work Strategy 2014-9](#) wants Scotland to be the best place in the world for children and young people to grow up and recognises the value of youth work, so supports the Community Hub focus upon a bespoke Youth space to enable growth of the Youth Project.

### 13. Governance



Please see appendices: Appendix 5a Lime Grove Hub Legal Identity, Appendix 5b Induction Checklist for new Lime Grove Trust Directors, Appendix 5c Lime Grove Trust Director's Roles and Job Descriptions.

#### **Legal identity and Governance**

In appendix 5a, we examine the options for ownership and operation of the Lime Grove site and proposed Hub. We acknowledge that the North Berwick Trust could be a key factor in this process. Whilst we make no assumptions regarding the potential role of the Trust at Lime Grove, it has a very significant importance to the town in championing future developments.

We do assume that the core activity of the Lime Grove Hub business would be trading for a social purpose; with its activities congruent with North Berwick Trust and East Lothian Council strategy. In assessing the options for Governance, the following was considered regarding legal identity:

- Capacity to deliver the aims and objectives of the Lime Grove Hub and North Berwick Trust
- The ability to maximise external grant funding
- The minimisation of taxation
- Protection of individual business operation streams
- Protection of assets

- Ease of operation.

In assessing site ownership, we understood that North Berwick Trust was established as a grant giving body, taking a flexible and responsible approach to managing trust funds, enabling both to invest in the community now and create a North Berwick 'Forever Fund' for the future. Given the level of financial support sought to acquire and develop the Lime Grove Site, the role of the Trust in simply making a grant to enable this should not be assumed.

If the North Berwick Trust did choose to offer a grant for acquisition and construction, then the Pros for NBT simply offering a grant to a new constituted Lime Grove Trust are as follows:

- NBT would enable the leverage of other funds e.g. up to £1 million from the Scottish Land Fund for acquisition and up to £0.5m from charities/Trusts for development.
- NBT would minimise its on-going administrative commitment
- NBT would demonstrate a commitment to community empowerment.

The Cons for the North Berwick Trust offering grant funding include:

- The very significant level of grant required may present the perception of a risk to the NBT
- NBT retaining ownership of the site and any subsequent development (whilst giving a long lease to the community body) would enable NBT to retain a significant asset on its balance sheet
- The ability of NBT itself to further develop the site would be compromised.

If North Berwick Trust generously decide to support the Lime grove proposal, it may conclude that it is best placed to retain site ownership and ownership of any development. That would, however, be an internal matter for the Trust to consider. Although this would reduce any external income being raised for acquisition/development, the Asset Transfer Group is aware that NBT retention of site ownership and newly constructed development on the NBT balance sheet could give NBT comfort regarding any perceived risk.

North Berwick Trust would gain an estimated **£6,022,450** in social return over the 25 years lease in return for their cash investment. Their cash investment would be retained on the NBT Balance Sheet, with an option to further develop the site for North Berwick Trust.

Following examination of several Governance options, the Lime Grove Group would like to put an option on the table for discussion: that the North Berwick Trust acquire the site and own any future development and that a newly constructed Scottish Charitable Incorporated Organisation (SCIO) be established to deliver activities. That SCIO, the Lime Grove Trust, could be granted a full repairing and insuring 25-year lease of the site and subsequent development at a peppercorn rental. The new Lime Grove Trust would have the following characteristics:

- A defined geographic Community
- A clear social purpose
- An open membership



- Community control through membership and board, and
- Be non-profit distributing.

### Board Skills and Development

Please see appendices Appendix 5b Induction Checklist for new Lime Grove Trust Directors and Appendix 5c Lime Grove Trust Director's Roles and Job Descriptions.

The Lime Grove Hub will require a complex and varied set of skills and knowledge from the Board, staff and volunteers managing the facilities. A summary of current key LGATG participant's biographies is provided here:

- **David Cousland** is a pioneer for sustainable banking and specialise in lending to communities and values driven businesses, supporting people in realising the vision they have for their projects. He has been a North Berwick resident for 14 years, 2 of his daughters attended the local primary and secondary schools.
- **Ben Mack** is a local resident, businessman and chartered surveyor with two children at Law Primary
- **Paul Bekkers**, Dutchman and proud dad of 6 and 8 years old, who works as a Management Consultant to help organisations improve performance, create value and improve quality of life. He is passionate about creating world class facilities at Lime Grove for the children of North Berwick, who currently have near to no facilities in town to meet, play, create, innovate and have fun.
- **Ian Watson** is a resident of North Berwick since 1958. He has served on the Community Council and a variety of committees since 1986 and run a local electrical and security business. He has also been involved in many local events and projects including the Youth Project in that time.
- **Hilary Smith** is a resident of North Berwick. She has lived in East Lothian most of her adult life and taught biology in schools across the county. Previously chair of the Community Council, she is now chair or North Berwick Coastal Area Partnership and has gained a broad understanding of community needs and issues.
- **Karin Chipulina**: Community Development worker for a charity in Edinburgh, live locally and interested in land issues and community.
- **Lesley Kay** is the Project Director of the North Berwick Youth Project. She is actively involved in the community, as previous Co-Chair of the North Berwick Coastal Area Partnership, a Community Councillor and treasurer to several community groups. She lives in North Berwick and her daughter went to school there.

Board members will be elected from the membership of the new Scottish Charitable Incorporated Organisation, the Lime Grove Trust. Membership will be open to the whole community. Board members will be best selected for their range of skills, networks and access to finance.

## 14. Roll Out Programme



### Acquisition and Build

To ensure that the process of establishing the Hub takes place smoothly and minimises risks, the Lime Grove Trust will appoint a Project Management Group (PMG). The PMG will consist of: three Board members of the Trust and be serviced by an external Project Manager. The PMG will have delegated authority for decision making between Board meetings to specified



limits.

To minimise potential risk, each area of the project will be analysed to identify:

- Risks
- Control procedures
- Monitoring controls

The Control procedures implemented will include:

- Clear documentation of contract procedures
- Project management plan
- Regular, documented Project Management Meetings to consider key risks

The monitoring procedures we will operate include:

- Compliance to prescribed policy and procedures
- Regular Project Management Meetings to review action list and responsibilities as agreed
- Procurement planning as per East Lothian Council guidelines.

Procurement and Build Timetable:

	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2
Design Feasibility													
Funding Negotiations													
Planning													
Building Warrant Prep													
Building W. Process													
Production Info & Billing													
Tender & mobilisation													
Build													

## Pre-opening Plans:



Activity	April Week 1	Week 2	Week 3	Week 4	May Week 5	Week 6	Week 7	Week 8	June Week 9	Week 10	Week 11	Week 12	July Week 13	Week 14	Week 15	Week 16
Staff Recruitment																
SMT Recruit/Formation																
Board Development																
Building Completion & Sign-Off																
Financial Systems Set-up & Training																
Website Set-up																
Marketing Drive																
Equipment Purchases																
BT & utilities																
Staff Induction																
Services Contracts – refuse, sanitary, photocopying etc																
Youth Project Sub Lease developed																

## Post Opening Plans

Activity	August	September	October	November	December	January	February	March	April	May	June	July	August
NBT and Youth Project Reviews													
Staff Recruitment/Induction													
Staff training													
SMT Mtgs. Monthly													
Board Development													
Operational Planning													
Annual Budgeting													
Contracts & Services Review													
Outreach and Development													
Holiday Programme Prep & Marketing													
Holiday Programme Delivery													
Events Marketing & booking													
Staff Appraisal & Development													

## 15. Operations

See Appendix 6 – Lime Grove Hub Staff Job Descriptions.

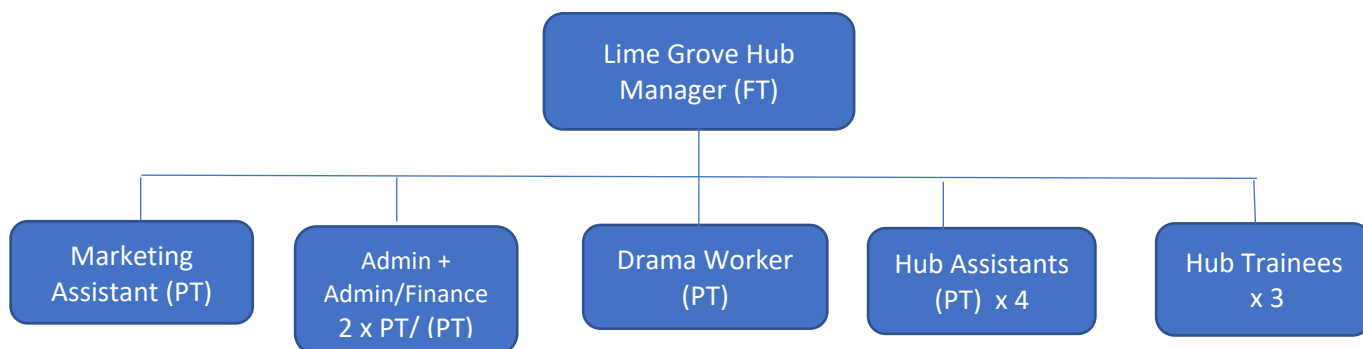
The Community Hub facilities will be managed by the new Lime Grove Trust, with core activities including performing arts programming, community activities planning, room/space rental and management of the bunkhouse accommodation. The Youth Project will lease the bespoke young people's space for a period concurrent with the lease of the whole building from NBT to the Lime Grove Trust.

### Community Hub Opening Hours

Monday - Saturday 9 a.m. to 10 p.m. 78 opening hours  
 Sunday - 10 a.m. to 4 p.m. 6 opening hours  
 Cover required 84 opening hours per week

### Staffing

To maintain these opening hours with one member of staff present always (over and above the Manager/development staff) the Community Hub will require the following staff posts when fully operational:

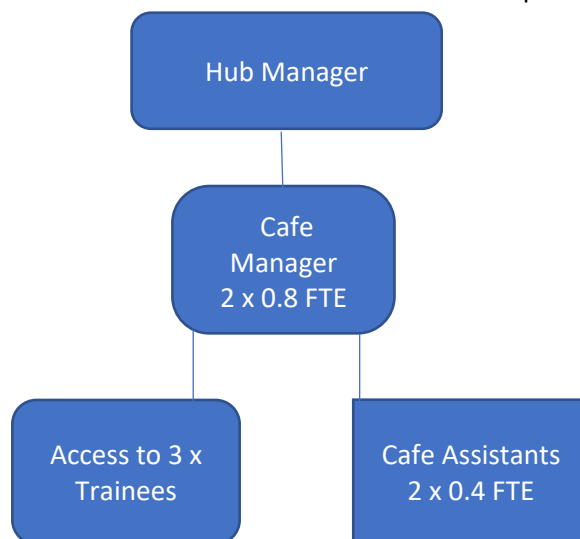


Job descriptions for these posts are provided in Appendix 6 – Lime Grove Hub Staff Job Descriptions.

Post	Responsibilities	Hours p.w.	Pay
Hub Manager Full Time	Responsible for <ul style="list-style-type: none"> <li>- Operations</li> <li>- Marketing</li> <li>- Finances</li> <li>- Staffing</li> <li>- Strategy</li> </ul>	35	£30000
Finance/Administrator	Responsible for <ul style="list-style-type: none"> <li>- Budgeting</li> <li>- Accounting</li> <li>- Financial reporting</li> <li>- Reception</li> <li>- Admin</li> </ul>	21	£18000 pro rata
Administrator	Responsible for Reception and Administration	21	£14560 pro rata

Post	Responsibilities	Hours p.w.	Pay
Hub Assistants x 4 74.5 hours	Responsible for <ul style="list-style-type: none"> <li>- Reception</li> <li>- Caretaking</li> <li>- Cleaning</li> <li>- Routine maintenance</li> <li>- Health &amp; safety</li> <li>- First Aid</li> <li>- PAT Testing</li> <li>- Bunkhouse</li> </ul>	17.5	£14560 pro rata
Drama Worker	Development, marketing and delivery of the theatre/Show-in-a-week programme.	17.5 hours	£20000 pro rata
Marketing Assistant x 0.3		10.5 hours	£16667 pro rata
Trainees x 3	Employability positions directly associated with all Hub activities. A rotation of the trainees over support for café, soft play, theatre, bunkhouse etc.	35 hours	Minimum wage applicable to age

In addition to the Core Hub staff, there will also be café staff who will also administer the Soft Play. The café would maximise the use of the Hub Trainees at peak times.



Café staffing requirements include:

Café Hours	Mon- Sat	9 a.m. to 4 p.m.	42 hours
	Sunday	10 a.m. to 4 p.m.	6 hours
Staffing required is 1.5 times Opening hours			72 hours
Staffing offered (includes allowance for hols/absence)			84 hours

## **Operational Planning**

Alongside operational budget responsibilities, the Hub Manager will develop a solid, grounded five-year Operational Plan based on commitments made in the business plan and funding applications. The Operational Plan, like the financial one, would be updated on an annual rolling basis. It would address:

- **Targets:** Specific, measurable and time scaled targets for all operational business areas.
- **Staffing:** a staffing plan detailing key areas of responsibility, reporting functions, appraisal and development methodology and targets
- **Governance:** a plan for a revised governance programme ensuring that the Trustees fully reflect the on-going changes on the island including membership participation.
- **Finance:** a clear link will be maintained between the Operational and Financial Plans.
- **Process:** the process of operational planning will be led by the centre manager but will have the full participation of the board and a reporting mechanism to Trust members at its core.

## **Volunteer Programme**

The volunteer programme will form an important part of the Community Hub offer. Volunteers will be recruited and trained from all age groups and abilities, ensuring inclusivity and opportunity for all. Each volunteer will have a clear job role and regular meetings and events will be held for volunteers to ensure that everyone is fully engaged, supported and knows the value of the role they play. Volunteers will carry out a range of roles including supporting the delivery of the performing arts programme, day time activities for all age groups, informal learning and sharing of skills with young people's groups and promotion of the facilities and opportunities available.

## **Inclusivity**

The Lime Grove Hub will offer a welcoming environment to all generations, designed from conception to be friendly to those living with cognitive or sensory impairment, neuro-non-typical conditions and dementia; helping to break down barriers within the community and reduce inequalities. An active travel plan to and from the Lime Grove Hub will be developed and promoted.

The building will be fully accessible, and specialist programmes of activity will be delivered for people with disabilities or mental health problems. Organisations working specifically with younger and older people are engaged with the development and will continue to play an important part in service delivery once the Hub is operational. A 'pay for another' scheme will be implemented for the performing arts programme, providing an opportunity for people to purchase additional tickets to be used to increase access to the arts for those less well off.

## **Marketing and Communications**

### **Internal communication**

It will be important for communication between Board, Staff, Trainees and Volunteers to be maintained, with everyone working towards a clear vision and understanding their role and contribution. The new Lime Grove Trust will set values and be clear about its aims as the project progresses, sharing updates and making sure everyone is kept informed and engaged. The Marketing Assistant will deliver both internal and external communications.

### External communication

All stakeholders, including funders, will require regular updates regarding progress as the Hub is developed and impacts once it is fully operational. This will require regular reporting in an accessible format. Social media and press coverage will be the main way in which the Hub will communicate with the wider population, so building a social media following from an early stage will be advantageous. The Marketing Assistant will deliver both internal and external communications.

**A Marketing Plan**, considering the different customer segments, motivations and interests together with ways of communicating opportunities, activities, events and performances will be developed and implemented by the Marketing Assistant in conjunction with the Hub Manager. Key elements will include:

- Two separate websites: Hub and Bunkhouse
- A strong social media presence
- Realtime on-line bookings and payments systems
- Paid for targeted digital advertising with Facebook etc

## 16. Finance



### Financial Overview

Please see Appendix 1, Financial forecasts 2018 – 2028, for comprehensive financial projections. Appended separately.

- It is the Asset Transfer Group's hope that, following a properly processed application, the acquisition costs will be met by the North Berwick Trust
- Additionally, it is the Asset Transfer Group's hope that again, following a properly processed application, the build planning and execution will be financed by the North Berwick Trust.
- We are aware of the complexity of how VAT can apply to buildings developed by charities for community usage. The application of VAT is dependent on the treatment negotiated with HMRC. Additionally, this treatment is affected by the legal identity of the owner and its planned charging policies. VAT planning was outwith the scope of this consultancy and will be required to be completed once the ownership, governance and discussions with HMRC are concluded.
- Trading forecasts reflect the conservative end of market assessment detailed in APPENDIX 2a: Market Analysis for Lime Grove Income Generators
- Initial cash flow support will require to be sourced by external grant finance by the Lime Grove Trust
- It is anticipated that a steady state trading position will be reached by Y3 of trading
- A £12k pa provision for capital refurbishment (Sink Fund) will be made from Y5
- Adequate working reserves (3 months trading) will be achieved by trading Y5

### Potential Funding Plan

Potential Funding Plan	Potential Funder	Amount
Acquisition	North Berwick Trust	£2.5m to £3.5m
Build Costs	North Berwick Trust	£3.75m
Fit-out & Cash Flow Support	Charities & Trusts	£100k
<b>Total</b>		<b>£6.35m to £7.35m</b>

### Outline Capital Costs

	Floorarea/ No	Cost m2 / unit	Total cost
<b>Community</b>			
Multi-Purpose Hall (150 seats)	250	3000	£750,000
Youth Space	150	2000	£300,000
Meeting rooms	40	2000	£80,000
Soft play	100	1800	£180,000
Cafe	100	2200	£220,000
Ancillary (15%)	96	2000	£192,000
<b>Tourist Accommodation</b>			
Hostel (32 places)	200	2000	£400,000
<b>Landscape</b>			
Parking	2300	120	£276,000
Amphitheater & Landscape	4000	40	£160,000
Allotment	1	40000	£40,000
Prelims (15%)			389,700
Demolition			75000
Contingency (Incl. clearance, remediation etc.)			367,140
Professional Fees (10%)			319,260
<b>Total Works Cost</b>			<b>£3,750,000</b>

These are budget costs suitable for assessing the brief and magnitude of funding required. A detailed cost plan is to be commissioned alongside a RIBA Stage 2 Design, to fully calculate likely costs. VAT is excluded from these calculations. The application of VAT is dependent on the treatment negotiated with HMRC. This treatment is affected by the legal identity of the owner and its planned charging policies. VAT planning was outwith the scope of this consultancy and will be required to be completed once the ownership, governance and discussions with HMRC are concluded.

## Revenue Income and Expenditure Forecast

Please see appendix 1 for the full details, income and expenditure assumptions etc.

Lime Grove Hub Financial Forecast Summary										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Income:</b>										
<b>Grants</b>										
Capital Grants	391,980	2,616,510	741,510	0	0	0	0	0	0	0
Revenue Grants	18,000	0	100,000	0	0	0	0	0	0	0
<b>Grants Sub-Total</b>	<b>409,980</b>	<b>2,616,510</b>	<b>841,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income Streams</b>										
Café	0	0	64,425	103,075	113,400	120,856	127,238	134,756	140,638	144,731
Theatre	0	0	21,635	51,675	60,025	68,547	73,374	73,374	73,972	74,563
Softplay	0	0	19,005	29,878	32,065	34,373	36,560	36,560	36,560	36,560
Bunkouse Youth Facility	0	0	61,170	131,571	139,545	149,513	159,480	163,467	167,454	171,441
Rental	0	0	11,250	15,450	15,920	16,402	16,896	17,403	17,922	18,466
Recharge to Tenants	0	0	6,000	8,244	8,491	8,751	9,010	9,282	9,567	9,851
<b>Trading Sub-Totals</b>	<b>0</b>	<b>0</b>	<b>183,485</b>	<b>339,893</b>	<b>369,446</b>	<b>398,441</b>	<b>422,558</b>	<b>434,843</b>	<b>446,112</b>	<b>455,612</b>
<b>Income Total</b>	<b>409980</b>	<b>2616510</b>	<b>1024995</b>	<b>339893</b>	<b>369446</b>	<b>398441</b>	<b>422558</b>	<b>434843</b>	<b>446112</b>	<b>455612</b>
<b>Expenditure</b>										
Build, Fees+VAT, Prj Mgt, Fit-out	409,980	2,616,510	841,510	0	0	0	0	0	0	0
Staffing	0	0	74,351	127,021	130,831	134,756	138,798	142,968	147,257	151,670
Revenue	0	0	27,300	37,492	41,802	43,056	44,347	45,683	47,055	48,464
Costs	0	0	65,215	97,373	103,103	107,903	112,278	117,304	121,480	124,988
Café	0	0	4,300	20,900	20,350	25,500	25,906	25,906	26,261	26,627
Theatre	0	0	27,526	41,493	43,727	46,671	50,774	50,470	52,226	53,514
Bunkouse	0	0	0	0	0	0	12,000	12,000	12,000	12,000
Sink Fund	0	0	8,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Marketing	0	0	206,693	329,279	344,812	362,885	389,103	399,330	411,278	422,262
<b>Trading Sub-Totals</b>	<b>0</b>	<b>0</b>	<b>206,693</b>	<b>329,279</b>	<b>344,812</b>	<b>362,885</b>	<b>389,103</b>	<b>399,330</b>	<b>411,278</b>	<b>422,262</b>
<b>Net Trading Income</b>	<b>0</b>	<b>0</b>	<b>-23,208</b>	<b>10,614</b>	<b>24,634</b>	<b>35,556</b>	<b>33,455</b>	<b>35,513</b>	<b>34,834</b>	<b>33,350</b>



## 17. Risk Analysis



Key risks identified, and mitigation include:

Nature of risk	Detail of possible risk	Likelihood	Impact	Mitigation
Failure to develop strong enough board for the continued development of the project	Risk if too few board members in terms of number and / or specialist skills to cover the work that needs doing	Low	High	Ongoing local campaigns to build board, including possible patron structure. Board mentoring required.
Failure to meet heightened local community expectations (including from volunteers)	Public / volunteers need multiple channels of information / involvement and clear plans about how they can be involved to best effect.	Low	High	Public and volunteer friendly organisational structures, forums, sub-groups and communications. Needs work to be subdivided into project areas that are understandable and doable for volunteer teams.
Reputational risk	Risk of Board making bad decisions that shake public / funder confidence	Low	High	Proper board processes, code of conduct, use of professional input to guide board
Full funding not secured		Medium	High	Project must be strongly presented to relevant funders
Lack of financial acumen	Board needs someone able to lead on financial accounting and financial projections	Medium	High	Search / appoint suitable qualified / experienced Treasurer, ideally with experience of project funding / restricted funds / multiple funders
Failure to acquire property	Risk of sale falling through	Medium	High	Continue discussions with East Lothian Council & North Berwick Trust
Failure to recruit, develop and retain key management/ staff	Risk to reputation of the Community Hub and delivery and management of project	Low	High	Develop recruitment plan to identify and secure key competencies required in employed management and staff. Adopt suitable model for succession planning.
Failure to recruit, develop and retain volunteers	This could mean that more use of paid staff needs to be made which impacts on financial sustainability, quality of offer, sense of community ownership etc	Low	Medium / High	Develop volunteering strategy. Give volunteers max scope to drive programme under delegated authority from Board. Adopt suitable policies / procedures. Celebrate /

Nature of risk	Detail of possible risk	Likelihood	Impact	Mitigation
				thank volunteers and give free access to some events and performances. Identify formal responsibilities for managing volunteers.
High ongoing maintenance cost of asset. Long-time scales.	Could tax the resilience of Board members.	Medium	High	Build a robust and strong Board to share the responsibilities.
Facility fails to attract projected income		Low	Medium-High	Develop and implement a marketing and sales strategy

## Appendices

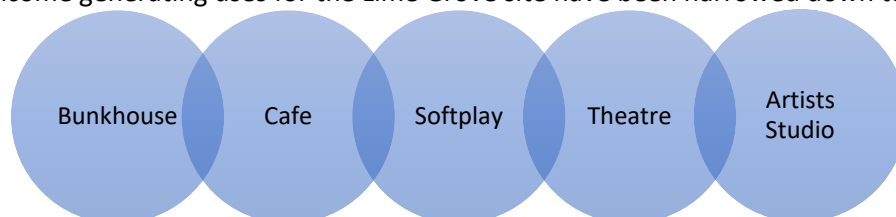
1. Lime Grove Hub Financial Forecasts 2018 – 2028 (appended separately)
2. Markets and Options Appraisals
  - 2a. Market Analysis
  - 2b. Community Consultation Survey
  - 2c. Lime Grove Options Appraisal
  - 2d. SKS Shortlist Suggestions
  - 2e. Lime Grove Hub Variations
3. Policy Strategy and Statistics
  - 3a. North Berwick Statistical Background
  - 3b. Fit with strategy and Policy
4. Impacts
  - 4a. Social impact Forecast
  - 4d. Protected Species at Lime Grove
5. Governance
  - 5a. Governance Options
  - 5c. Induction Checklist for Directors
  - 5d. Directors Roles, Responsibilities and Job Descriptions
6. Operations Staff Job Descriptions
7. Architectural Lime Grove Design Background

## APPENDIX 2a: Market Analysis for Lime Grove Income Generators

### KEY POINTS & SUMMARY

The key to the success of the Lime Grove Community Hub is to make the spaces flexible so as the project develops, spaces can be used for multiple purposes. Previous hubs of this type have found that the type of facilities demanded changes over time and to maximise income, the ability to adapt is essential<sup>9</sup>.

The potential income generating uses for the Lime Grove site have been narrowed down to:



### ESTIMATED INCOME

Income Source	Assumptions	Annual Gross Income	
		Lower	Upper
<b>Bunkhouse</b>	32 bed Bunkhouse with 8 x 4-bed rooms. Assume 40% occupancy annually. Open 360 nights a year. Charge £30 - £40 per bed per night. (32 beds x 360 nights) x 40% occupancy = 4,608 bed nights 4,608 bed nights x £40 per bed per night = £184,320 4,608 bed nights x £30 per bed per night = £138,240	£138,240	£184,320
<b>Café</b>	<b>Day Café</b> - Assume: Open 360 days a year. 50 covers a day average. Average café spend £5 - £7.50 50 covers a day x £7.50 x 360 days = £135,000 50 covers a day x £5 x 360 days = £90,000 <b>Fringe by the sea</b> 1,050 (50% of visitors) x £7.50 = £7,875 1,050 (50% of visitors) x £5 = £5,250 <b>Evening Theatre Events</b> Bar income. Assume 50% of people by 1 drink for £3 1,200 x £4 = £4,800 1,200 x £3 = £3,600	£90,000      £5,250   £3,600	£135,000      £7,875   £4,800
<b>Soft Play</b>	Based on 100m2 dedicated facility.		

<sup>9</sup> Dunblane Centre

	Assume 25 children a day, 360 days a year = 9,000 children		
	Charging £3 - £5 per child		
	9,000 children x £5 = £45,000		£45,000
	9,000 children x £3 = £27,000	£27,000	
	<b>Parties</b>		
	Additional income from parties at £11 per child.		
	2 parties a week x 10 children x £11 x 52 weeks = £11,440		£11,440
	1 party a week x 10 children x £11 x 52 weeks = £5,720	£5,720	
<b>Theatre hire, Large Room</b>	<b>Hall Hire</b>		
	£100 - £150 for the evening. £20 - £30 per hour.		
	24 evening events per yr x £150 = £3,600		£3,600
	24 evening events per yr x £100 = £2,400	£2,400	
	12 full day events per yr x £240 = £2,880		£2,880
	12 full day events per yr x £160 = £1,920	£1,920	
	500hrs hall hire x £30 (10hrs a wk, 50 wks a yr) = £15,000		£15,000
	500hrs hall hire x £20 (10hrs a wk, 50 wks a yr) = £10,000	£10,000	
	<b>Drama</b>		
	Show in a week + other similar events. Internally run.		
	£86,000 – based on Dunblane Centre model.		£85,800
	Reduced to 2 shows in a week, 1 panto, 1 24 hr show	£66,200	
	<b>Theatre + Fringe</b>		
	Am-drama and touring shows. Based on hall hire.		
	2 am-dram + 2 touring shows x 4 nts each x £150 = £2,400		£2,400
	2 am-dram + 2 touring shows x 4 nts each x £100 = £1,600	£1,600	
	Fringe: 7 days hall hire x £150 = £1,050		£1,050
	Fringe: 7 days hall hire x £100 = £700	£700	
	<b>Cinema</b>		
	1 film a fortnight x 28 weeks x £135 per hire		£3780
	1 film a fortnight x 20 weeks x £135 per hire	£2700	
<b>Youth Facility</b>			
	£100 per square metre x 150 sq.m.		£15000

## METHODS

Research for this project consisted of interviews with competitors and comparators and desk-based research. We have looked at the current and future market needs, potential income and commercial sustainability.

## 1. BUNKHOUSE

Research shows there is a lack of this type of accommodation on the East Lothian coast. The North Berwick visitor profile is 35-54 years old<sup>10</sup>, which fits well with the hostel market (45-54 yr olds<sup>11</sup>). Visitors are predominantly golfers and families, though this market is seasonal.

<sup>10</sup> East Lothian Tourism Action Plan 2016-18

<sup>11</sup> Visit Scotland 2016 Annual Report

### 1.1. Market Characteristics

“Budget-oriented, sociable accommodation with self-catering facilities”. A bunkhouse is usually a basic building with bunks and a shared communal space, used predominately by groups. A hostel tends to have more divided spaces. For both there is a growth towards offering more personal spaces, with ensuite, private and family rooms become prevalent<sup>12</sup>.

The bunkhouse and hostel market in Scotland is growing<sup>13</sup>, however hotels form the largest part of the market, with seaside hotels having the highest occupancy levels.

Hostels:

- Bed occupancy in Edinburgh & Lothian: 65% hotel vs **57% hostel**
- High season, Edinburgh & Lothian reaches 82% occupancy.
- Hostels are a growing market segment in Scotland.

East Lothian tourism market<sup>14</sup>:

- 71% of all visitors came from **Scotland**, of which 42% came from Edinburgh, 23% came from the rest of the UK with 6% overseas.
- Visitor profile: 67% aged 35- 64 years, 44% aged **35-54 years**, 22% under 35 years.
- Type of accommodation: 29% stay with friends or relatives, 25% stay in caravans/motor homes, 16% stay in hotels and 8% use B&Bs, 8% stay in self-catering accommodation.
- Biggest market is families and golfers. Golf is estimated to bring 100,000 visitors to the area annually.
- Proximity to Edinburgh is a big influence.
- “Lack of larger hotels suitable for group travel” is identified as a weakness that a bunkhouse could fill.

Hostel market<sup>2</sup>:

- **45-54 year olds** are the largest age group for hostel use in Scotland by a domestic market, with an average of 78,000 trips per year.
- April to October is the main season.
- 57% average occupancy in the area – allow for figures to be skewed by Edinburgh’s inclusion. So we will assume Scottish average occupancy of 40%.

### 1.2. Competitors and Comparators

There is a good range of accommodation on offer in North Berwick and it is sold at a premium compared to other areas along the coast or inland.

- £65-£86pppn for a 2 to 3 star B&B<sup>15</sup>
- £115pppn for a 4 star hotel.
- SYHA and SIH’s nearest hostels are in Edinburgh. Neither list any hostels along the East Lothian coast.

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<sup>12</sup> Information from Scottish Independent Hostels

<sup>13</sup> Visit Scotland 2016 Annual Report

<sup>14</sup> East Lothian Tourism Action Plan 2016-18

<sup>15</sup> Based on searches for accommodation in May. Source: booking.com

- Competitors would be the local B&Bs, apartments and other self-catering options.
- There are 2 caravan parks in the area. The accommodation offering is a similar standard to those proposed by the bunkhouse, making them the nearest comparators/competitors.
  - Tantallon Caravan Park is near the Lime Grove site and has caravans and wigwams for hire. The wigwam hire charges are a similar cost to those proposed for the Bunkhouse. July prices are roughly £30pppn and the facilities are similar to a bunkhouse, although wigwam guests have to provide their own bedding, plates and cutlery. The wigwams sleep 5, toilets are in a shared block.
  - Gilsland Park has static caravans, studios and glamping pods. The studios are similar to the hostel rooms (with additional TV and outside area) and cost from £50pppn. The glamping pods are more basic, cost £75 for 5 people in the summer.
- There appears to be no budget bunkhouse/hostel accommodation for groups in North Berwick.

### 1.3. Income generation

- Pricing – estimate **£30-£40 per bed per night**, depending on the number of people sharing.
- Costs include:
  - Laundry  
e.g. LaundryPro Fife (commercial laundry). Not a linen pool – you get the same set of linen provided. Price includes rent of the items, wash and iron.

Pillows	Sheets	Duvet Cover	Towels
23p plain	45p single	£1.10 single	27p hand towel
30p satin stripe	50p double	£1.25 double	33p bath towel
			42p bath sheet
			30p bath mat

Assume a 4-bunk room:

4 pillows + 4 single sheets + 4 duvet covers + 4 bath towels + 1 hand towel + 1 bath mat = £9.01 per 4-bed room or **£2.25 per person**.

**E.g** Abernethy bunkhouse in Cairngorms. They use Fishers – stated average cost is £3.50 per bunk (sheet, pillowcase, duvet cover, bath towel, hand towel). They charge their guests £5 for a “bedding pack”, or their guests can bring their own.

- Cleaning costs – could impose minimum nights stay (specially in high season) to reduce cleaning costs. Local pod and caravan accommodation is minimum 3-night stay.
- Staffing costs

## 2. SOFTPLAY

### 2.1. Market Characteristics

Research<sup>16</sup> shows that there is demand for smaller soft play areas that are attached to good quality cafes. Small businesses models have been built around creating spaces where children can play, but where grown-ups can get the full coffee shop experience. Some of these cafes also host activities, such as story time, junior language classes and music classes for nursery aged children, bringing further added benefit to the community.

A softplay facility in Lime Grove can market itself to the local population (including loyalty cards) as well as a wet weather option for visitors.

There is also a growing movement of “Play Cafes” which either have a smaller soft play or have toys focused on imaginative and creative play. E.g. Hungry Caterpillar<sup>17</sup>, Bristol.

The ROSPA (Royal Society for the Prevention of Accidents) have comprehensive information on setting up an indoor play area.<sup>18</sup>

### 2.2. Competitors and Comparators

Haddington and Dunbar have the nearest softplay cafes

Jabberwocky Soft Play and Café, Haddington, has a small softplay area attached the cafe, open 7 days a week. They describe themselves as a “play café”, much smaller than dedicated facilities in Edinburgh. Suitable for children up to the age of 6.

£3.50 - £6 per child (depending on age).

Parties from £11 per child.

Good reviews on tripadvisor.

Staff turnover was one issue identified.



Figure 1 Jabberwocky, Haddington

Splatz Activity Café, Dunbar – café with smaller softplay. Poor tripadvisor reviews. Potentially closed.

Jamboree Adventure Soft Play in Musselburgh is attached to the sports centre. It's a multi-level facility for younger children, aged 3months to 6 years.

£4.60 per child for 90 minutes.

Parties are £63 per hour for up to 20 children, with an additional £5-£6pp for food.

<sup>16</sup> <http://www.telegraph.co.uk/foodanddrink/11544958/Child-friendly-cafes-at-last-Decent-coffee-and-safe-soft-play.html>

<sup>17</sup> <http://hungrycaterpillarbristol.co.uk/>

<sup>18</sup> <https://www.rospace.com/play-safety/services/advice/indoor-soft-play/>

### Comparators:

**Saltire Softplay Centre in Newtongrange.** Large soft play and café attached to an indoor soccer facility. Not as big as some of the dedicated facilities in Edinburgh, but a similar size to the proposed North Berwick facility.

Suitable for children up to the age of 10.

IT has good reviews on Tripadvisor *“Great soft play which is clean and well maintained. The food is good value for money and very tasty.”* Tripadvisor Sept17.

Charges £4-£6 for unlimited play.



Figure 2 Saltire Softplay Newtongrange

**Wonder World in Edinburgh**, is an example of a larger dedicated facility with softplay, go-cart tracks, football etc. It charges up to £9.95 at the weekend for 3-14 year olds.

Example of a play café (smaller soft play):

**The Pantry, Colinton** – has a children’s area with toys and books. It doesn’t charge and advertises itself as “family friendly”.

**Thé, Stay, Play, Bristol** – Café with a medium sized indoor soft play frame is suitable for children 0-8 years old. After school they hold specific sessions for 4-8 year olds. They also have children’s birthday parties. Charge £3 for the first child, £2 for the second.



Figure 3 The Pantry, Colinton

## 2.3. Income Generation

The soft play charge to customers will depend on the offering that is provided.

- Dedicated softplay centres charge between £4 to £6 per 1-5 year old, usually for unlimited play (sometimes limited during busy periods).
- Play cafes or cafes with smaller softplay charge £2 to £3 per 1-5 year old.

Loyalty cards could be offered. For example, “a play pass for 10 play sessions for £25.00”. This would incentivise the carer to return to the soft play and generate more income for the café.

Party Hire at weekend can also bring in additional income for the softplay, café and/or hall.

- Dedicated softplay centres charge £10-£11 per child, including 90 mins softplay and 30mins party tea.
- Play cafes charge for hire of the area and food £200 for 2 hours (14 children).

Costs:

- Entrance tickets could be bought at the café, reducing staffing costs.



- Annual inspection and cleaning: estimated at £1,000 per annum (Tiger Play phone conversation)

### 3. CAFÉ

Assume a café with 40 covers, adjoined to the softplay area, but organised so that the softplay area can be closed off and the café can service the theatre or youth market.

Other considerations:

- Takeaway food and drink
- Licensed bar
- Afternoon teas are also a popular food trend at the moment.
- Free wifi.
- Loyalty card to keep people coming back
- Outdoor seating to extend capacity in the peak summer months

Suggested opening hours 9/10am to 5pm, later if there is an evening event on.

#### 3.1. Market Characteristics

Freshly prepared, locally sourced food is the type of service people will expect at the Lime Grove café. Coffee, cakes, soups and sandwiches - a simple menu produced to a high standard, is recommended for the initial opening.

Three markets have been identified:

##### A. Local Market

There is a lot of competition in the town for food and beverage sales, Trip Advisor lists 31 in North Berwick. The café will benefit from the added pull of the other facilities available in the hub e.g. theatre, softplay. There is no softplay café in North Berwick.

##### B. Tourist Market

An affordable, good quality menu in addition to the facilities available at the hub will attract customers from further afield. The nearest soft play café is in Haddington, 10 miles away. Depending on size of café, parking and access, coach parties can be a lucrative market. The average tourist coach seats 38 people.

##### C. Theatre Market

The theatre/large room provides a venue for events which may require catering and/or licensed bar facilities. A pre-theatre menu could be served before larger events.

Larger groups may require an outside catering facilities to produce the food, but the kitchen should be design to be able to heat and serve food.

#### 3.2. Competitors and Comparators

Of the 31 restaurants and cafes listed on Trip Advisor in North Berwick, most serve "British" or "Scottish" food. However, the top 3 restaurants all serve Italian food.

Italian restaurant, **Osteria**, is top in Tripadvisor. It is a fine dining restaurant, run by a family who have restaurant experience in Edinburgh. They also offer a pre-theatre menu.

Mid-week lunch, 2 courses, £16.50

Mid-week dinner, 2 courses, £18.50

**The Café at Merryhatton Garden Centre.**

Highest ranking café on Tripadvisor.

Open 9-5, 7 days a week. Indoor and outdoor seating.

Menu: Breakfast, soup, sandwiches, potatoes, ploughmans, pies, salads, fish and chips. From £3.95 for a soup to £7.95 for fish and chips.

Children's menu £3.95. Afternoon tea £7.95.

**Steampunk Coffee Roasters,**

Open 9-5, 7 days a week.

"Seasonal menu based around quality local produce" – Cakes, soups, salads and sandwiches.

They also have a coffee van and a pizza van and do co-marketing with other local firms such as Ailey Mae's chocolate.

Evening license for live music events.

Other cafés:

Buttercup Café	The Orangery
JP's Café and Deli	Fenton Barns Farm Shop and
Bostock Bakery	Café
Cake	Charlie's Cafe

Comparator:

**The Seaboard Café, Balintore**

This community building has been open 15 years. It operates as a Social Enterprise. It has community spaces and a café with 40-45 covers. The Café has gone through three different models. In the first 10 years it didn't make a profit, but now it makes a small contribution to the running costs of the building and is very popular with locals and tourists.

**1. Community run model with volunteers**

The Trust could only afford to hire a part-time cook, so the café was mainly run by volunteers. This worked OK for the first 6 months after which they struggled to retain regular, reliable volunteers. It was a stressful experience for the Trust who ended up working in the café regularly.

**2. Franchise.**

Next they found a lady to take on the café lease as they felt this would be an easier model. It ran well for a year, but they noticed portion size and quality began to drop and felt the café manager was cutting too many corners to

make a profit. It began to affect the café footfall and had a negative effect on the community's view of the whole project.

### **3. Community run model with hired staff**

They finally decided to run it themselves with paid staff. They have a full-time cook who also bakes. There are 2 other staff who prep and serve food. The Trust has an office in the building and they help out in the café if it gets really busy.

They cater for events and get a good income from weddings, funeral teas, dinner dances and coach groups.

Menu: Basic, homely menu. Big sellers are macaroon cheese, soup, fish and chips.

### **3.3. Income Generation**

Example of income generation possibilities:

Coffee sold at £2.20 has a 92% gross profit margin.<sup>19</sup>

Assumptions and income:

Open 360 days a year

Average café spend £5 - £7.50

50 covers a day average, including allowance for evening events.

18,000 covers a year is a similar figure to Jura's 2014 report which suggested 18,627 visitors to the café. However, the café set up they suggested was based on a bistro serving evening meals 5-6 nights a week.

## **4. LARGE ROOM | THEATRE HIRE**

This flexible space will be available for hire as a theatre or as a hall space. Example uses:

- Hire for leisure activities: yoga, zumba, cubs, scouts
- Private event/functions
- Meetings / conferences
- Amateur dramatics
- Youth theatre – show in a week etc
- Cinema: (currently once monthly paying £35 per hour to Masonic Hall x 4 hrs)
- Visiting theatre
- Festival by the Sea
- Fundraisers comedy nights, cabaret, quizzes, etc

The Jura Feasibility study for a Performing Arts Centre carried out in 2014 has been used for reference. It found:

- Strong demand for a North Berwick Arts Centre amongst both members of the community and the local arts sector. A cinema, theatre and exhibition space were identified as the preferred arts programmes with strong support for facilities including a café, bar and car-parking.

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<sup>19</sup> How to start a coffee shop

- The immediate local market as the primary market for arts performances. Day trip and tourist audiences, amongst whom an Arts Centre could enhance the appeal of visiting North Berwick, as secondary markets

#### 4.1. Market Characteristics

Potential Activities:

- Adult and Children's Groups: Music, tai chi, yoga etc. Franchise groups and locals should be made aware of the opportunity to hire the hall. Examples of franchise groups: All Stars Mini Kickers, ARTventurers, Zumba, Slimmers World. Most of these activities will require no storage of equipment, as franchises will have portable equipment.
- Cinema club – "Saturday Cinema Club" in partnership with a mobile cinema provider. The nearest cinema is in Edinburgh.

#### 4.2. Competitors and Comparators

The **North Berwick Community Centre** has a busy itinerary of classes for the local population. It's has:

Large hall – can accommodate 120 people seated in rows. Currently used for gymnastic classes, computer classes, playgroup, Samba Drumming

Small hall – can accommodate 60 people seated. Currently used by EL Youth Theatre, Ballet, Brownies, North Berwick Sings

Pottery room – can accommodate 10 + tutor. Used by adults enrolled for pottery in East Lothian Adult Education Programme

Art room – can accommodate 30 people. Natural light, good views

Cost of hire is £12 an hour.

Others:

- **Brunton Theatre**, Musselburgh – Nearest performing arts facility. Part of Brunton Memorial Hall.
- **Haddington Corn Exchange** - redevelopment transforming the 160-year-old building into a 900-capacity concert hall.
- Edinburgh-based facilities.
- **Duns** – National Lottery funded arts centre being developed (an hour away)
- Locally, locations which have been used for productions:
  - St Andrews Blackadder Church,
  - Masonic Hall,
  - North Berwick Fry
  - Marine Hotel
  - Abbey Church
  - Glen Golf Club
  - Scottish Seabird Centre

**Indy Cinema** group tour films around Scotland, charging £7-£9 per adult, £5-£6 per child.

#### **4.3. Income Generation**

Hall Hire: £100-150 for the evening. £20-30 an hour.

Drama: Show in a week + other similar events, modelled on the Dunblane Centre.

Theatre: 4 Am-drama or touring shows a year, running for 4 nights.

Fringe by the Sea: 7-day event

Cinema: 1 film a fortnight

### **5. ARTIST STUDIOS: future alternative Income Stream**

Ten workshops of 150 square feet each at £1500 a year + vat have been suggested as something that is needed in the community and would generate revenue.

#### **5.1. Market Characteristics**

There is a buoyant artistic and creative community in North Berwick, made up of artists, film makers, animators and musicians.

Currently most of these people work from purpose built home studios, kitchen tables or “any nook and cranny” they can find!

One example is the Art Collective – out of their 10 members, there are a potential 4 who would be interested in a dedicated space to work from.

There are several art galleries in North Berwick:

Greens & Blues Fine Art Gallery, Fidra Fine Art and Westgate Galleries

#### **5.2. Competitors and Comparators**

##### **Coburg House, Leith**

A hub for a creative community of artists, designers and makers. It is home to 80 artists, from a variety of disciplines including painting, printmaking, photography, illustration, design, glass, jewellery, ceramics, textiles and other crafts. The studio spaces range greatly in size, shape and type and vary in price from £150 - £450 per month. There is extremely high demand, with daily emails requesting space. Facilities include toilets, kitchens, wifi, mail service, recycling bins, basic furniture and social space.

Income:

There is a shop which is open on the weekend where you can buy the produce.

Rent out gallery space to the artists for exhibitions.

Courses from £75-£200 for the weekend.

Evening classes £18 per person per night.

**The Dunblane Centre** have an art room facility which they use for preschool art classes during the day and activities for after school clubs.

A 30 minute preschool class costs £1.70. The classes are run by volunteers. The room is also hired by individuals. It's also used for Spanish and German classes and can be hired for parties.

**Art4you.Scotland** runs art classes for children and adults, as well as painting holidays, birthday and hen parties. Classes are £17.50 which includes materials.



*Figure 4 Art4you, Balfon*

### **5.3. Income Generation**

Hiring a room suitable for Arts and Crafts would bring in an estimated £10-£20 per hour.

Art community members who were interviewed felt that £1500 a year was a very reasonable price for the space.

Evening classes can be run at £18 per person per night.

Weekend course can charge from £75 to £200

Exhibitions can bring in income.

## Appendix 2b Lime Grove Community Consultation Survey Results

368 responses:

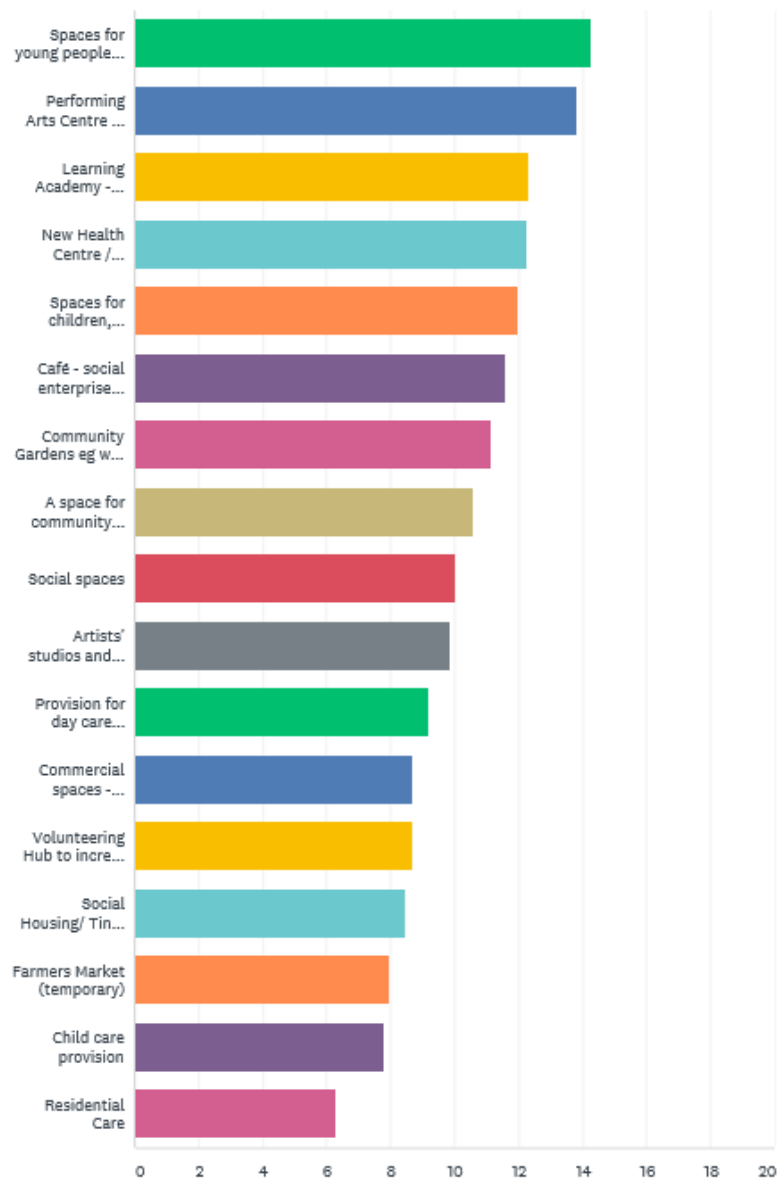
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Please rank the 17 options below, with 1 being your favourite and 17 your least favourite option. (We know you are busy people, so if you don't have the time, please just give us your top 5!)

Answered: 368 Skipped: 10



## Appendix 2c Lime Grove Options Appraisal

**Long list of projects from North Berwick Coastal Partnership community consultation 2017, in priority order:**

1. Spaces for young people
2. Performing Arts Centre
3. Learning Academy
4. Café – Social Enterprise
5. Community Gardens
6. Spaces for Children
7. Artists' Studios
8. Space for community
9. Social spaces
10. Commercial spaces
11. New Health Centre
12. Social housing
13. Volunteering hub
14. Provision for daycare
15. Farmers market
16. Childcare
17. Residential care

### **Options analysis**

The community (Lime Grove Asset Transfer Group) wishes to purchase 1.3ha of land from East Lothian Council to develop it for the benefit of the community of North Berwick Coastal area. Population 12,500.

The options proposed by the community are not mutually exclusive as a number of activities could be accommodated in a new build on the site. The options provided have been summarised into 10 options below:

**Option 1 - Performance Arts space – (music, film, theatre, young people's activities)**

**Option 2 – Community Arts Facility – (community classes, visiting productions, artist spaces)**

**Option 3 - Learning academy**

**Option 4 – Commercial units to rent (artists' studios etc) with potential retail options**

**Option 5 - Community gardens**

**Option 6 - Health Centre**

**Option 7 - Child care**

**Option 8 – Elderly day care**

**Option 9 – Housing (Social Housing e.g. for carers / Sheltered housing / Residential care home / Assisted living)**

**Option 10 - Café / bistro**

**Option 11 – Youth Facilities**

This options appraisal is intended to help the group focus on final choices for the project by providing a matrix of relevant criteria with comment based upon background research, with detail provided in the appendices.



<b>Option 1 – Performance Arts space to include:</b> <ul style="list-style-type: none"> <li>• Performance / cinema space (music, film, theatre)</li> <li>• community and young people / children space / activities</li> </ul> <b>Roughly based on Jura report</b>	
<b>Criteria and red/amber/green assessment</b>	<b>Comment</b>
Evidenced need (KG)	Both an Arts Centre and young people's facilities are highlighted as a focus area in the North Berwick Coastal Plan 2017-27 Addresses the loss of the 'SPACE', with alternative young people's facilities
Community support (KG)	'Arts Centre' and 'space for young people' ranked first and second in the recent community consultation (North Berwick Coastal Partnership, 2017) Strong community support shown for an Arts Centre in previous consultation (Arts Centre Feasibility, Jura Consulting 2014)
Evidenced markets (NH)	No Arts Centre in North Berwick. Proven demand from local population and momentum behind finding a space for this facility. (LG Group consultations)
Potential income streams (NH)	Jura report income streams, but £90k loss.
Social impact (KG)	<ul style="list-style-type: none"> <li>• cultural opportunities (access to theatre and film)</li> <li>• social cohesion</li> <li>• opportunity for activity for older people</li> <li>• volunteering opportunities</li> <li>• new groups and clubs formed</li> <li>• activities for young people</li> <li>• improved mental health and wellbeing</li> <li>• informal education opportunities</li> <li>• confidence and engagement</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	Fits directly with the 3 of the 7 Outcomes highlighted in the East Lothian Partnership Plan 2017-27: Outcome 2.1 East Lothian has strong resilient communities where people respect and support each other. Outcome 2.2 East Lothian People can live affordably and contribute to a thriving community life in a high-quality environment. Outcome 3.2 People in East Lothian are enjoying healthier lives  <b>This option directly addresses the North Berwick Trust Objective: 'To support and enhance recreational, cultural and sporting activities and facilities in North Berwick (more people engaging in cultural activities)'.</b>
Delivery partners (NH)	North Berwick Arts Centre Steering Group North Berwick Movies (see Jura report)
Commercial Viability (JB/NH)	2014 feasibility study showed a £90k loss annually.

Competitors / displacement (NH)	<p>Brunton Theatre, Musselburgh – Nearest performing arts facility. Part of Brunton Memorial Hall.</p> <p>Haddington Corn exchange - redevelopment transforming the 160-year-old building into a 900-capacity concert hall.</p> <p>Edinburgh-based facilities.</p> <p>Duns – National Lottery funded arts centre being developed (an hour away)</p> <p>Locally, current locations which have been used for productions:</p> <ul style="list-style-type: none"> <li>• St Andrews Blackadder Church,</li> <li>• Masonic Hall,</li> <li>• North Berwick Fry</li> <li>• Marine Hotel</li> <li>• Abbey Church</li> <li>• Glen Golf Club</li> <li>• Scottish Seabird Centre</li> </ul>
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#### Option 2 – Community Arts Facility

**Better policy and community fit than an Arts Centre, creating more cross generation integration.**

**to include:**

- community classes e.g. Dance, drama, am dram
- visiting theatre productions,
- artist spaces (flats, studios and classrooms) – potentially at the top of the building to show views.
- Café – on the top floor for views
- Arts space garden

Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	<p>Both an Arts Centre and young people's facilities are highlighted as a focus area in the North Berwick Coastal Plan 2017-27</p> <p>Addresses the loss of the 'SPACE', with alternative young people's facilities</p>
Community support (KG)	<p>'Arts Centre' and 'space for young people' ranked first and second in the recent community consultation (North Berwick Coastal Partnership, 2017)</p> <p>Strong community support shown for an Arts Centre in previous consultation (Arts Centre Feasibility, Jura Consulting 2014)</p> <p>This option has a stronger community focus and is likely to engage with a wider section of the community.</p>
Evidenced markets (NH)	<p><b>Dance:</b></p> <p>2 larger operators in North Berwick, Morag Alexander (7 locations in the area), Freedom and Form (3 venues in North Berwick).</p> <p>Use: North Berwick Community Centre, Scout Hall, Our Lady of the Sea Church Hall, Abbey Church Hall</p> <p>Morag Alexander has it's main centre is in Musselburgh, with studios for</p>

	<p>dance, drama, musical theatre and a café.<sup>20</sup></p> <p><b>Drama</b></p> <p>East Lothian Youth Theatre - ELYT run classes across East Lothian for 5-18's on a weekly basis during term time. No classes in North Berwick, nearest is Gullane Village Hall (3 classes on a Tuesday).</p> <p>Morag Alexander run classes in Musselburgh</p>
Potential income streams (NH)	<ul style="list-style-type: none"> <li>• Theatre production ticket sales £5 to £20 per person.</li> <li>• Bar sales at theatre productions</li> <li>• Rent from artists' studios</li> <li>• Artist in Residence fees - £1k a month (based on 3 month Timespan Helmsdale example)</li> <li>• Renting classrooms for dance, drama etc community classes. £15-£20 per hour.</li> <li>• Café lease £5k-£15k</li> <li>• Community centre charge £17 an hour for hire.</li> </ul> <p>See Jura figures</p>
Social impact (KG)	<ul style="list-style-type: none"> <li>• cultural opportunities (access to theatre and film)</li> <li>• social cohesion</li> <li>• opportunity for activity for older people</li> <li>• volunteering opportunities</li> <li>• new groups and clubs formed</li> <li>• activities for young people</li> <li>• improved mental health and wellbeing</li> <li>• informal education opportunities</li> <li>• confidence and engagement</li> <li>• cross generational activities</li> <li>• wide section of the community engaged and benefiting</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Fits directly with the 3 of the 7 Outcomes highlighted in the East Lothian Partnership Plan 2017-27:</p> <p>Outcome 2.1 East Lothian has strong resilient communities where people respect and support each other.</p> <p>Outcome 2.2 East Lothian People can live affordably and contribute to a thriving community life in a high-quality environment.</p> <p>Outcome 3.2 People in East Lothian are enjoying healthier lives</p> <p>'North Berwick Trust will use the Trust's resources to assist in meeting identified community needs'. <b>This option directly addresses the North Berwick Trust Objectives:</b></p> <ul style="list-style-type: none"> <li>• To support and enhance recreational, cultural and sporting activities and facilities in North Berwick (more people engaging in cultural activities, with reduced barriers)</li> </ul>

<sup>20</sup> Morag Alexander Dance & Drama Classes <http://moragalexander.co.uk/>

	<ul style="list-style-type: none"> <li>To support and enhance educational and lifelong learning opportunities in North Berwick (more children, young people and adults accessing educational and training opportunities)</li> </ul>
Delivery partners (NH)	<p>Touring theatre: e.g. Bordeline Theatre Company www.borderlinetheatre.co.uk</p> <p>Dance classes: Morag Alexander (currently uses the Community Centre from 1-8pm on a Friday – would they consider a more 2<sup>nd</sup> main location in NB?), Freedom and Form.</p> <p>Performing arts: Stageworx-type partner. East Lothian Youth Theatre. Café franchise</p>

### Option 3 - Learning Academy

- Providing accreditation training and development opportunities for young people to enhance their employability skills and to help them find employment locally
- Promoting inter-generational opportunities whereby skilled retired members of the community share their skills and experience with young people.
- The aim is to work with those furthest from the job market (Stage 2) right up to apprenticeships.
- Adult education in the evenings

Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	<p>Educational attainment in schools is high within the area and adult qualification levels exceed those of East Lothian and Scotland. North Berwick Community Centre, East Lothian Learning Partnership, and Adult Learning and are delivering informal education opportunities. There is a perceived lack of training and education opportunities for young people in North Berwick, with a recognised need to develop more training and education locally.</p> <p>Current links with a number of Colleges and Universities are investigating potential course development locally to feed into further and higher education:</p> <p>Queen Margaret University (QMU) – potential placements for Public Sociology courses and sits on the North Berwick and Area Children and Youth Network, which highlighted training needs in the care sector (old and young), tourism and hospitality and creative industries.</p> <p>Edinburgh College – different levels of engagement possible to build pathways to College courses. E.g. dance, music and sound production workshops, and young people performing, or doing recording studio projects at the college could be a transitional step for further study.</p> <p>Higher level Childhood Practice training (PDA level 9 for managers, and HNC level 7) which could be delivered locally by the College.</p> <p>The Regional Skills Investment Plan identifies a need for digital skills (could be developed through film or photography).</p> <p>The East Lothian Works scheme, is keen to develop employability skills placements for young people in arts, theatre production, catering and hospitality. No employability training is available in North Berwick currently.</p>

Community support (KG)	Highlighted in the recent community consultation (North Berwick Coastal Partnership, 2017) as 3 <sup>rd</sup> most popular option (after space for young people and Arts Centre)
Evidenced markets (NH)	<p>No employability training in N. Berwick.</p> <p>Potential to become part of the East Lothian Works scheme as a placement venue or a part of the program. (Jura report)</p> <p>Promote inter-generational opportunities whereby skilled retired members of the community share their skills and experience with young people.</p> <p>e.g. The Ridge, Dunbar. This would model would fit well with a community garden. <a href="https://the-ridge.org.uk/">https://the-ridge.org.uk/</a></p> <p>Local needs around the care sector (old and young), tourism including golf and hospitality and potential opportunities in the creative industries.</p>
Potential income streams (NH)	
Social impact (KG)	<ul style="list-style-type: none"> <li>• Formal learning opportunities</li> <li>• Qualifications</li> <li>• Improved confidence</li> <li>• Potential to lead into work opportunities</li> <li>• Motivation and self-belief</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>East Lothian Strategic Assessment 2017 highlights Access to further education as a challenge: travel not easy for non-earning EL residents especially in the east and/or in more rural areas.</p> <p>Addresses East Lothian Partnership Plan 2017-27 Outcome 1.1 East Lothian people are working, are free from in-work poverty and are able to develop and improve their work skills.</p> <p>Providing increased opportunities for young people is currently the number one priority of the North Berwick Coastal Area Partnership, part of the East Lothian Partnership the overarching partnership responsible for community planning in East Lothian.</p> <p>Vision: <i>'North Berwick Trust will use the Trust's resources to assist in meeting identified community needs'</i>. <b>This option directly addresses the North Berwick Trust Objectives:</b></p> <ul style="list-style-type: none"> <li>• To support and enhance educational and lifelong learning opportunities in North Berwick (more children, young people and adults accessing educational and training opportunities).</li> <li>• To help those in Need in North Berwick (more people accessing local employment opportunities)</li> </ul>
Delivery partners (NH)	<p>North Berwick Youth Project</p> <p>East Lothian Works</p> <p>Queen Margaret University, Edinburgh. Academies are funded by the</p>

	<p>Scottish Funding Council – Widening Access. Vocational courses e.g. Social Care and Hospitality.</p> <p>The Ridge (<a href="https://the-ridge.org.uk/project/backlands-garden/">https://the-ridge.org.uk/project/backlands-garden/</a>)</p> <p>Edinburgh College</p> <p>North Berwick High School (vocational offering)</p> <p>(East Lothian Youth Music Forum (ELjam))</p> <p>(University of the Third Age)</p> <p>(Kip McGrath or similar franchise)</p>
Competitors / displacement (NH)	Digital training is on the rise, with more people investing in online learning programs.

#### Option 4 – Commercial units to rent

- (artists' studios etc) with potential retail options

Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	There is a need to generate income within the facility which this could address. Markets to be tested.
Community support (KG)	Featured 7 <sup>th</sup> and 10 <sup>th</sup> in the Options Appraisal, so supported although not a priority.
Evidenced markets (NH)	<p>At first glance it appears there is not much available commercial space for office use.</p> <p>Growth in self-employment. Growth in self-employment, 11.8% of all employment. Scotland and it has one of the highest rates of growth in self-employment in Europe.<sup>21</sup></p> <p>3% of North Berwick working age population were self-employed in 2011 census.</p>
Potential income streams (NH)	<p>£150 - £200 per desk per month.</p> <p>£15 per square foot of office/retail space.</p>
Social impact (KG)	<ul style="list-style-type: none"> <li>• Work opportunities</li> <li>• Self-employment opportunities</li> <li>• Improved visitor offer</li> <li>• Added vibrancy and pride of place</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Provides 'Increased opportunities for local employment and business growth', a key outcome for the North Berwick Coastal Partnership Plan.</p> <p>Addresses the overarching Vision - '<i>to work in partnership to achieve an even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy that enables our people and communities to flourish</i>' and two outcomes in the East Lothian Partnership Plan</p>

<sup>21</sup> Self-employment in Scotland: trends and its implications for productivity , June 2017  
[https://pure.strath.ac.uk/portal/files/66700876/FEC\\_41\\_2\\_2017\\_Richmond\\_Slow.pdf](https://pure.strath.ac.uk/portal/files/66700876/FEC_41_2_2017_Richmond_Slow.pdf)

	<p>2017-27:</p> <ul style="list-style-type: none"> <li>• Outcome 1.1 East Lothian people are working, are free from in-work poverty and are able to develop and improve their work skills.</li> <li>• Outcome 1.2 Local businesses are thriving and the business base is expanding.</li> </ul> <p>Directly addresses Scottish National Outcomes:</p> <ul style="list-style-type: none"> <li>• We realise our full economic potential with more and better employment opportunities for our people.</li> <li>• We live in well-designed, sustainable places where we are able to access the amenities and services we need.</li> </ul> <p><b>This option directly addresses the North Berwick Trust Objective:</b></p> <ul style="list-style-type: none"> <li>• To help those in Need in North Berwick (more people accessing local employment opportunities)</li> </ul>
Delivery partners (NH)	<p>Could be community run Social Enterprise Office management company. e.g. Regus.</p>
Commercial Viability (JB/NH)	
Competitors / displacement (NH)	<p>North Berwick Lighthouse - Office Development in North Berwick, new community hub and creative exchange, situated on Heugh Road. A variety of flexible co-working offers available. Prices start from £195 per month. Parking and good transport links. (Not open yet) (finding out more)</p>

### Option 5 - Community garden

- Pure community gardens model e.g Jupiter Art Land in West Lothian.
- Or could add in Nature Kindergarten
- Most options could include a community garden of varying size.
- Could host outdoor music/arts events

Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	<p>This project will address several issues highlighted within the statistics including:</p> <p>Population demographics - A significantly ageing population with associated issues of social engagement and loneliness. Community gardens will provide opportunities for volunteering and meeting like-minded people.</p> <p>Health – 14% of respondents in the North Berwick Coastal ward reported that they had a long term mental health, illness problem or physical disability, with mobility issues and heart disease being most prevalent.</p>

	Gardening and working outdoors for short periods of time to experience nature, is recognised as being positive for mental health and well-being.
Community support (KG)	Placed fifth in the community options.
Evidenced markets (NH)	Council allotments have a waiting list. The Community Empowerment (Scotland) Bill, states councils should try to provide an adequate number of plots to meet demand. Community orchards can facilitate learning new skills - fencing, wildlife watching, horticultural skills gained from pruning and maintenance of the fruit trees and jam and fruit juice making skills.
Potential income streams (NH)	Jupiter Artland, Edinburgh – Sculpture Park, privately run, team of 9 staff and volunteers. Registered charity. Closed in the winter (Sept - May). £8.50 adults, £4.50 children. Free visits for schools and universities. Café, run by independent caterers.  Income from: Entrance fees, Weddings, café, shop (online). closed in the winter. All other examples we looked at didn't charge.
Social impact (KG)	<ul style="list-style-type: none"> <li>• Increased health and well being</li> <li>• Improved environment</li> <li>• Reduced isolation and loneliness</li> <li>• Increased social opportunities and engagement, particularly for older people</li> <li>• Improved visitor offer</li> </ul>
Environmental impact	Will maintain areas of garden within the site, providing a habitat for wildlife.
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Fits partially with the 3 of the 7 Outcomes highlighted in the East Lothian Partnership Plan 2017-27:</p> <p>Outcome 2.1 East Lothian has strong resilient communities where people respect and support each other.</p> <p>Outcome 2.2 East Lothian People can live affordably and contribute to a thriving community life in a high-quality environment.</p> <p>Outcome 3.2 People in East Lothian are enjoying healthier lives</p> <p><b>This option directly addresses the North Berwick Trust Objectives:</b></p> <ul style="list-style-type: none"> <li>• To support and enhance recreational, cultural and sporting activities and facilities in North Berwick (more people engaging in recreational activities, with reduced barriers)</li> <li>• To conserve and enhance the natural environment and public green space in North Berwick and improve the sustainability of our community (more people accessing the environment and public green space and involved in gardening and caring for public green space)</li> <li>• To help those in Need in North Berwick (more people accessing local employment opportunities; people in immediate need are supported; people are supported to adopt healthier lifestyles and maintain good mental health)</li> </ul>



Delivery partners (NH)	North Berwick in Bloom – site for their works? Community Orchards Local schools Allotment association / Council
Competitors / displacement (NH)	Council allotments – full. The Lodge Gardens – gardens, playpark and aviary close to the Seabird Centre. Free.

#### Option 6 - Health Centre or Hospice

- Health Centre relocation
- Iconic building hospice

Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	2017-27 Plan identified a need to extend or replace the health Centre with a larger building to take into account the growing population. Local cottage hospital potentially closing and local care home - want to set up another facility.
Community support (KG)	Ranked 11 <sup>th</sup> within the community priorities list. Not recognised as an urgent need. Consideration of suitability of site and NHS view is key.
Evidenced markets (NH)	Nov 2015 Courier article: The practice is trying to reduce its catchment area: "We are very concerned about how we can meet the needs of the increasing population that is forecast for the town in the next 5-10 years. We do not wish to scaremonger or upset any of our patients but nonetheless we feel that up to 1,500-2,000 new patients are likely to join the practice over the next 10 years as a result of the building proposals that have already received permission. It would be remiss of us all to fail to make appropriate arrangements to accommodate these patients in the practice."
Potential income streams (NH)	Health Centre – land leased to NHS Lothian? Hospice – not an income stream
Social impact (KG)	<ul style="list-style-type: none"> <li>• Increased health centre capacity for future increased population</li> <li>• Access to health care for population</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	This option addresses the North Berwick Trust Objectives: <ul style="list-style-type: none"> <li>• To help those in Need in North Berwick (more people accessing local employment opportunities; people in immediate need are supported; people are supported to adopt healthier lifestyles and maintain good mental health).</li> </ul>
Delivery partners (NH)	NHS Lothian
Competitors / displacement (NH)	Health Centre - North Berwick Group Practice, 54 St. Baldred's Road. Central location. NHS Lothian Hospice facilities are mainly in the west of Scotland.

<b>Option 7 - Child care</b> <ul style="list-style-type: none"> <li>• Nature Kindergarten – authentic outdoor childcare e.g. Auchlone Nature Kindergarten, Perth.</li> <li>• Combine with – Community garden and elderly day care?</li> </ul>	
Criteria and red/amber/green assessment	Comment
Evidenced need (KG)	<p>There are also proportionally more 0-15 year olds in North Berwick Coastal ward and East Lothian than in Scotland as a whole, making childcare and wrap around care services an important consideration. Scottish Government is increasing the availability of free childcare places to 3 and 4 year olds and some 2 year olds (from 16 to 30 hrs per week), so demand for child care places will increase significantly.</p> <p>Will address one of the East Lothian Strategic Assessment identified challenges: Availability of affordable and flexible childcare – especially for the potential social care workforce.</p>
Community support (KG)	<p>16<sup>th</sup> on the community priority list, so not recognised as a need locally. Further discussion with local childcare providers and local parents will illustrate whether there is likely to be increased demand and need. Lack of sufficient child care provision within a community can be very damaging to employment and economic development.</p>
Evidenced markets (NH)	<p>One nursery (Mary Poppins) had availability. All of the other nurseries in North Berwick stated they had waiting lists or were “very busy” and had limited slots available. Fenton Barns has an “extensive waiting list”. Training for childcare careers and links with College training potential.</p>
Potential income streams (NH)	<ul style="list-style-type: none"> <li>• Cost per child £48 per day (North Berwick Average).</li> <li>• Estimated turnover for a 60 place nursery £450k-£600k.</li> <li>• Leasehold – est £400k for 60 place nursery.</li> <li>• Freehold – est £800k for 60 place nursery.</li> <li>• National Living Wage and Free Chidcare places are putting pressure on private nursery finances.</li> <li>• Nurseries are paid an average of <b>£3.56 per hour by local authorities</b> for a free place for three and four-year-olds, but this falls short of their costs by £1,128 per child per year.<sup>22</sup></li> <li>• Underfunding means that the private sector is unable to match pay and conditions in the public sector, so nurseries are losing qualified practitioners to schools and maintained nurseries.</li> </ul>
Social impact (KG)	<ul style="list-style-type: none"> <li>• Increased childcare offer within the town</li> <li>• Open space and garden option</li> <li>• X additional childcare places made available to maximise uptake of free childcare</li> <li>• Increased work opportunities for child carers</li> <li>• Increased work opportunities for people returning to work</li> </ul>

<sup>22</sup> National Day Nurseries Association Report  
<https://www.daynurseries.co.uk/news/article.cfm/id/1574440/Private-nurseries-in-Scotland-have-funding-shortfall>

Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Scottish Government policy is driving an increase in the quantity of free childcare available to all 3 and 4 year olds, together with some 2 year olds, from 16 to 30 hours as it is recognised as a key factor in child development and accessing work opportunities for families.</p> <p>Scotland's Independent Advisor on Poverty and Inequality, states in the 'Shifting the Curve' report (January 2016) that the lack of appropriate child care is a barrier for many parents who want to work or would like to work more hours.</p> <p>This option addresses the North Berwick Trust Objectives: <i>'To support and enhance educational and lifelong learning opportunities in North Berwick (more children, young people and adults accessing educational and training opportunities)'</i>.</p>
Delivery partners (NH)	<p>Individuals</p> <p>Nursery chain – e.g. Pumpkin Patch, Bertrum, Busy Bees.</p> <p>Enterprise childcare – social enterprise model.</p>
Commercial Viability (JB/NH)	Nature Preschools are often run as not-for-profit or a charity. However, they do generate income to run the facility.
Competitors / displacement (NH)	<p>3 private nurseries and 2 school nurseries.</p> <p>2 playgroups.</p> <p>1 Afterschool club.</p>
<b>Option 8 – Elderly day care</b> <ul style="list-style-type: none"> <li>Potentially form part of a campus with childcare and community garden.</li> </ul>	
<b>Criteria and red/amber/green assessment</b>	<b>Comment</b>
Evidenced need (KG)	Likely to be a very high need in coming years due to the evidenced ageing population with associated issues. Levels of care currently being delivered in the area are high, and dementia is also recognised as a growing issue. (See statistical analysis for full detail).
Community support (KG)	14 <sup>th</sup> on in the community priorities, so not seen as a high priority by those answering.
Evidenced markets (NH)	<p>The population in the North Berwick Coastal ward is generally older than across the rest of East Lothian and the proportion of the population of pensionable age is 7% higher than for East Lothian overall.<sup>23</sup></p> <p>All care homes, sheltered housing and retirement housing that we called were full.</p>
Potential income streams (NH)	Sheltered housing 1 bed flat, £460 pm rent.
Social impact (KG)	<ul style="list-style-type: none"> <li>Elderly people remaining in their homes for longer</li> <li>NHS savings</li> <li>Respite for families and carers</li> <li>Increased activity and engagement for older people</li> <li>reduced social isolation and improved mental wellbeing</li> </ul>

<sup>23</sup> North Berwick Coastal Snapshot 2014

	<ul style="list-style-type: none"> <li>• volunteering opportunities</li> <li>• improved social and community cohesion</li> <li>• intergenerational activities and opportunities</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Directly addresses North Berwick Coastal Partnership Plan Objective: <i>'support an increasing older population to live as independently as possible'</i>. Specific actions include developing intergenerational work and supporting day centres, carers and older people to address individual needs and reduce hospital admissions.</p> <p>Will address some East Lothian Strategic Assessment highlighted challenges:</p> <ul style="list-style-type: none"> <li>• Growth in 'free' personal care: greater demand as population increases and gets older.</li> <li>• Increasing older population and shift in balance of care to care at home</li> <li>• Increased social isolation for older people in single or two person households / possible decrease in family members able to provide support.</li> </ul> <p>Directly addresses the Vision and 5 objectives of the East Lothian Health and Social Care Partnership Strategic Plan - <i>'to enable all adults to live the lives they want as well as possible, achieving their potential to live independently and exercising choice over the services they use.'</i></p> <p>Tackles Scottish National Outcome 15: <i>'Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it'</i> and addresses Scottish National Indicators:</p> <ul style="list-style-type: none"> <li>• Improve end of life care</li> <li>• Improve support for people with care needs</li> <li>• Reduce emergency admissions to hospital</li> </ul> <p>'North Berwick Trust will use the Trust's resources to assist in meeting identified community needs.' <b>This option directly addresses the North Berwick Trust Objective:</b></p> <ul style="list-style-type: none"> <li>• To help those in Need in North Berwick (more people accessing local employment opportunities; people in immediate need are supported; people are supported to adopt healthier lifestyles and maintain good mental health)</li> </ul>
Delivery partners (NH)	North Berwick Day Centre, Dementia Friendly East Lothian
Commercial Viability (JB/NH)	
Competitors / displacement (NH)	<p>There are two Older People's Day Centres in the North Berwick Coastal ward:- North Berwick Day Centre and Gullane Day Centre.</p> <p>Each centre offers 90 full day places per week for older people, benefitting an average of 65 people per week in each area.</p>

	There are also a range of other preventative services offered across the community including Sporting Memories groups, activities in sheltered housing complexes, seated exercise classes and Zumba gold programmes which provide informal support and social opportunities for older people.
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<b>Option 9 – Housing (Social housing / Sheltered housing / Residential care home / Assisted living)</b>	
<b>Criteria and red/amber/green assessment</b>	<b>Comment</b>
Evidenced need (KG)	Likely to be a very high need in coming years due to the evidenced ageing population with associated issues. Current strategic direction is to maintain people in their own homes for as long as possible. However, increased residential care and palliative care will be required proportional to the increase of older people in the population.
Community support (KG)	Relatively low level of support from community, coming bottom in the priorities.
Evidenced markets (NH)	131 rooms available for residential care in North Berwick. 1 respite break facility. 60ish sheltered/amenity housing places.
Potential income streams (NH)	
Social impact (KG)	<ul style="list-style-type: none"> <li>• Addresses a growing need in North Berwick</li> <li>• Positive environment for older people to live</li> <li>• Easy access to relevant to activities and events for older people</li> <li>• Reduces hospital admissions</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Current strategic direction is to maintain people in their own homes for as long as possible. However increased residential care and palliative care will be required proportional to the increase of older people in the population.</p> <p>Addresses Scottish National Indicators:</p> <ul style="list-style-type: none"> <li>• Improve end of life care</li> <li>• Improve support for people with care needs</li> <li>• Reduce emergency admissions to hospital</li> </ul> <p><b>This option directly addresses the North Berwick Trust Objective: ‘To help those in Need in North Berwick (more people accessing local employment opportunities; people in immediate need are supported; people are supported to adopt healthier lifestyles and maintain good mental health)’</b></p>
Delivery partners (NH)	Organisation such as Bield ( <a href="http://www.bield.co.uk/">http://www.bield.co.uk/</a> )
Competitors / displacement (NH)	Residential care homes: 2 private-run, 1 council-run Sheltered housing: 62 units, with another 41 under construction.

<b>Option 10 - Café / bistro</b> <ul style="list-style-type: none"> <li>Daytime café.</li> <li>Evening bar run by community for performance events.</li> </ul>	
<b>Criteria and red/amber/green assessment</b>	<b>Comment</b>
Evidenced need (KG)	There is little need evidenced, although some social cohesion, intergenerational activity and reduction of loneliness could be achieved, which would address needs within the evidenced ageing population.
Community support (KG)	A social enterprise café was placed 4 <sup>th</sup> on the community priority list and is seen as an integral part of the offer to be developed.
Evidenced markets (NH)	
Potential income streams (NH)	Lease income of £5k - £15k, depending on facility.
Social impact (KG)	<ul style="list-style-type: none"> <li>improved social and community cohesion</li> <li>intergenerational activities and opportunities</li> <li>commercial activity and related employment leading to wellbeing</li> <li>healthy eating</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Potential for café for people with support needs to address the 2017-27 action plan – Mental Health and disabilities.</p> <p>This option could also indirectly address the North Berwick Trust Objective: ‘To help those in Need in North Berwick (more people accessing local employment opportunities; people in immediate need are supported; people are supported to adopt healthier lifestyles and maintain good mental health)’.</p>
Delivery partners (NH)	Lease to catering business. Local franchise who have a proven track record. E.g Three Sisters Bake in Killearn. Community run

<b>Option 11 – Youth Facilities</b> <ul style="list-style-type: none"> <li>Bespoke youth facilities to provide activity space for young people</li> <li>Working with local youth service providers and groups to ensure opportunities for music, drama, cookery, table tennis, pool, socialising and project development.</li> </ul>	
<b>Criteria and red/amber/green assessment</b>	<b>Comment</b>
Evidenced need (KG)	<p>Young people’s facilities are highlighted as a focus area in the North Berwick Coastal Plan 2017-27</p> <p>Extensive loss of young people’s facilities in North Berwick over a number of years. The North Berwick Youth project highlight a number of facilities that are no longer open, including the outdoor swimming pool, ‘Pier’ dancing, TJ’s club, cinema, ‘The Space’ indoor skate park.</p> <p><a href="https://vimeo.com/198870932?ref=tw-share">https://vimeo.com/198870932?ref=tw-share</a></p>

	There are currently over 3,500 people aged 0-24 in North Berwick, including 1,789 5-18 year olds in school (997 primary school pupils and 792 secondary school pupils to age 18 in 2016). Approximately 60% of pupils stayed on to complete S6 (highers).
Community support	Strong anecdotal community support for youth facilities to be developed to replace 'The SPACE' and other young people's facilities. Prioritised in the community consultation (ranked second in the recent North Berwick Coastal Partnership survey, 2017)
Evidenced markets	Current Youth group has limited facilities and requires more space for activities East Lothian Youth Theatre - ELYT run classes across East Lothian for 5-18's on a weekly basis during term time. No classes in North Berwick, nearest is Gullane Village Hall (3 classes on a Tuesday). Morag Alexander run dance classes in Musselburgh  North Berwick Youth Project – 680 followers on Facebook. Active group – currently researching history of North Berwick and how young people lived in the past.
Potential income streams	<ul style="list-style-type: none"> <li>• Minimal as a stand alone youth facility</li> <li>• Small amount of revenue project grant funding for specific activities</li> <li>• Potential to rent space to other groups when not in use - exercise classes etc.</li> </ul>
Social impact	<ul style="list-style-type: none"> <li>• social cohesion</li> <li>• opportunity for activity for young people</li> <li>• volunteering opportunities</li> <li>• new groups and clubs formed</li> <li>• activities for young people</li> <li>• improved mental health and wellbeing</li> <li>• informal education opportunities</li> <li>• confidence and engagement</li> </ul>
Environmental impact	
Strategic fit with Council, North Berwick Trust and other strategies (KG)	<p>Fits directly with the 2 of the 7 Outcomes highlighted in the East Lothian Partnership Plan 2017-27:</p> <p>Outcome 2.1 East Lothian has strong resilient communities where people respect and support each other.</p> <p>Outcome 3.2 People in East Lothian are enjoying healthier lives</p> <p>'North Berwick Trust will use the Trust's resources to assist in meeting identified community needs'. <b>This option directly addresses the North Berwick Trust Objectives:</b></p> <ul style="list-style-type: none"> <li>• To support and enhance recreational, cultural and sporting activities and facilities in North Berwick (more people engaging in cultural activities, with reduced barriers)</li> </ul>
Delivery partners (NH)	Youth groups and clubs in North Berwick East Lothian Youth Theatre
Competitors / displacement (NH)	Limited competition. Community centre has 2 halls, rooms, pottery room, art room.

## Appendix 2d Potential Options Shortlist

### Summary

As an aid to decision making, SKS Scotland are suggesting a shortlist of alternatives for the Lime Grove Group to discuss. These suggestions are based on: a statistical analysis of the North Berwick Coastal Ward (attached); the previous Community Consultation suggestions, and; an initial overview of the Lime Grove Group Longlist etc (attached).

To come to this point, we have taken the following into consideration:

- The site is **iconic** and therefore should have development which builds on that
- The development should be potentially **game-changing** for the town
- The development should have a strong reasoning for use on **this site**
- It should reflect community **need**
- It should have a potential to at least financially **break-even**
- It should have a demonstrable **social impact**.

The SKS Scotland suggestions summary is:

- A *Community Hub*: A multi-use community facility with pre-5s centre, open to all ages, coupled with public/community gardens
- An older people's residential facility: specialising in dementia and end of life care coupled with public/community gardens
- A Cross-Generational Campus: Older people's supported housing with communal facility, coupled with a nature kindergarten and public/community gardens
- A specialist Youth Facility: a multi-use facility, aimed at young people with options for leisure, recreation, informal education and training.
- A Performing Arts Centre: a facility designed for use as a theatre, cinema and arts venue. Based on the Jura consultant's report.

### Exclusions

We understand that discussion has taken place in the community regarding potentially setting an integrated local health service facility on the site. We have not pursued this for several reasons. These include: the options appraisal process for location of NHS facilities will take significant time for the NHS to complete; if this site was to be chosen, then the discussions would be primarily between the Local Authority and NHS; the role for local community ownership would be limited. SKS Scotland doesn't therefore recommend that best use of the Lime Grove Group's time and resources to pursue this option.

We further understand that the idea of youth employability figures strongly within community thinking. We believe that this is an important issue that can be addressed within each of the proposals that we make below. Rather than a separate Learning Academy facility, we are of the view that the attributes of an employability project can (and should) be built into of the suggested shortlist proposals.

We have built in many of the community proposals into our thinking. However, to be as effective as possible, we suggest that final options should be focused, not all-things-to-all people. However, we have developed our thinking not as final comment but as fodder for discussion; aunt Sallies to be knocked down and built back up.



## **Option 1**

**Title:** Lime Grove Community Hub

### **Vision:**

Providing the space where people create together. A facility that enables engagement for a full age-spectrum of users. Spaces would include facilities for leisure, social activities, adult education classes, community performance, dance, crafts, drama, singing, film making & photography etc. It could incorporate craft/learning studios, performance space, recording studio, Pre-5s centre and a café with children's play area. It could include studio space for commercial artists/makers for let as well as a flat for hire to artists. It would include an outside public/community garden space.

[Community hub](#) definition with examples.

An iconic building, taking advantage of the views, integrated with landscaped gardens with an artistic theme.

### **Comparators:**

- [Friock Hub](#): community owned with gym, café, sports, business and children's facilities
- [Lennoxtown Community Hub](#): Local Authority services delivered from one site
- [Nairn Community and Art Centre](#): standard community facility with an arts/crafts integration. Community cinema and visiting performances.
- [Forgan Arts Centre](#): community-based craft/art classes in North east Fife. Weekly classes include: Pottery, Upholstery, Jewellery, Painting, Dressmaking, Charcoal drawing, Printing, Stained Glass, Watercolour, Photography, Adobe Photoshop etc.
- [North Edinburgh Arts](#), [Video](#): specialist venue in an area of deprivation which has a footprint of 30000 p.a. and 17 hours of arts/crafts classes p.w.. 96 seat theatre

### **Funding requirement:**

Significant initial capital necessary.

### **Income Generation Potential:**

Fee income, space hire, pre-5s centre, café, studio space rental. The financial modelling would be built around comparators with independent community facilities. Expectation of breaking even rather than any significant profit.

### **Social Impact Potential:**

Potential to reach all ages within the community. Close link with existing community centre, building on current arts activities and programmes. It could have a strong youth focus.

Opportunity for integrated youth employability prog.

Specialist programming for people with learning disabilities and/or mental health problems

### **Negatives:**

The funding environment is increasingly competitive and the perception of North Berwick as an affluent place would inhibit funding. Initial capital funding would face similar difficulties. Parking.

## **Option 2**

**Title:** North Berwick Residential Dementia Care

### **Vision:**

An iconically designed residential facility delivering high quality care and support to older people, particularly those with dementia and age-related frailties as well as those older people nearing the end of their lives. This would be a place where old age would be honoured, where people would find dignity through caring companionship, sharing their gifts, contributing to daily life, and find meaning in their personal path of ageing and dying. This would mean promoting a life-sharing, supportive, community approach encompassing work, cultural activities and social participation and responsibilities as part of everyone's personal aspirations and growth. The shared life in the houses would provide a strong continuity of relationship and support.

Coupled with the facility would be the opportunity to develop a young person's employability project in a growing area of the economy.

The residential facility would also be coupled with a public/community access garden, enabling both residents and the wider community to benefit from landscaping sympathetic to the site.

### **Comparators:**

The major comparator would be [Simeon Care](#) based in Aberdeen. Simeon is a Camphill community which uses the Jonathan Swift quote as its byline:

*"May you live all the days of your life".*

Simeon provides a 23-place residential facility catering primarily for those with dementia. It has 11 full-time and 11 part-time employed staff. There are 4 permanent and 35 regular volunteers. 8 of these volunteers are live-in carers from across the world who live and work there for up to one year.

### **Funding requirement:**

Reasonably significant capital costs.

### **Income Generation Potential:**

There is a well delineated market in elderly care with fees often around £600 - £1000 per week. Profitability is around the 25% of income mark with the most profitable care homes taking 60-79 residents.

### **Social Impact Potential:**

Elderly care, Employability, Dementia-friendly garden and building design.

### **Negatives:**

Although care home facilities are profitable, those akin to Simeon operate at a less profitable level than larger facilities. Therefore, profitability could be limited. Parking.

### **Option 3**

**Title:** North Berwick Cross- Generational Campus

#### **Vision:**

The vision would be to create an internationally unique cross-generational campus at Lime Grove. The campus would comprise:

- supported accommodation for older people and those with learning and/or physical difficulties
- community warden accommodation
- a shared communal facility between the children and residents
- a nature kindergarten, and
- a public/community garden.

The key to this proposal would be the brokerage of communication and activity between the pre-5s and older residents. The working relationship of the nature kindergarten manager with the supported housing warden would be essential.

#### **Comparators:**

Channel Four [TV programme](#) on cross generational activities between four-year-olds and pensioners. [Article](#).

[Auchlone Nature Kindergarten](#) – Scotland’s first nature kindergarten, based in Perthshire. Children spend 80% of the day outdoors, learning is based around nature. There is a woodland shelter, kinder kitchen and a small building with indoor play space and toilets. On-site training for nursery staff and they host visitors from all over the world who come to see their outdoor learning methods. 2-5-year olds. £45 a day. Open year round. The facility covers its costs but doesn’t make a profit. It would be profitable if they could take more children, limited to child per sq.ft. of building space.

An award winning supported accommodation scheme is featured [here](#).

#### **Funding requirement:**

There is a clear capital funding pathway for supported housing development. If completed by land sale to a housing association for development, the capital receipt could fund the outdoor nursery and gardens capital requirement. If not, loan finance for this is accessible.

#### **Income Generation Potential:**

If developed as a community owned housing programme, then the rentals could obviate loan and operational finance for the supported accommodation. Nurseries tend not to be wildly profitable but usually hold their own financially.

#### **Social Impact Potential:**

Cross generational project would be an international first. Young person’s employability programmes in both childcare and older people’s care.

#### **Negatives:**

Complex compliance issues. Requires professionals to work well together. Parking.

## **Option 4**

### **Title: North Berwick Performing Arts Centre**

#### **Vision:**

A high quality performing arts venue that attracts national and international acts to North Berwick. Maximising the opportunities afforded by the views from the site, a venue that attracts people to visit from a wide geography and provides arts based entertainment. A focal point for festivals and arts events. Local people and visitors will benefit from high quality arts and cultural events and performances. An iconic building, taking advantage of the views, integrated with landscaped gardens will include Theatre space, cinema, potential bistro, rehearsal rooms and space for dance and drama classes (based upon the Jura Report recommendations 2014).

#### **Comparators:**

- [Brunton Theatre](#): Musselburgh. Music, theatre, dance, comedy, children's shows and film - all year round. Part of Brunton Memorial Hall.
- [Beacon Arts Centre](#): Greenock based with a focus on visiting performance and young people's dance/drama classes. 500 seat theatre and 120 demountable seat studio space.
- [Eastgate Theatre](#): Peebles. finely balance inc./exp. Theatre/cinema/community engagement/café/festivals.
- [Eden Court Theatre](#): Inverness. Located on the banks of the River Ness, Eden Court has two theatres, cinemas, bar, restaurant, exhibition and learning spaces. It attracts around 300,000 people annually to the Grade A listed building.

#### **Funding requirement:**

Significant initial capital necessary.

#### **Income Generation Potential:**

Ticket sales, theatre and space hire, bistro income. Potential to link with income generating activities such as weddings and conferences. Not suitable for linking with alternative income streams from childcare or elderly care provision as the venue will require space and parking to cover the whole site.

#### **Social Impact Potential:**

Delivering high quality arts programme to locals and visitors to the area. Raise the profile of North Berwick and add to existing attractions, increasing pride in place and potential employment opportunities.

#### **Negatives:**

Jura Report identified a difficulty in attracting sufficient audiences and a potential £90K per annum loss from a Performing Arts Venue of this kind in North Berwick. The funding environment is increasingly competitive and the perception of North Berwick as an affluent place would inhibit capital and revenue funding. Close proximity to Edinburgh will also be likely to reduce potential funding available. Displacement of existing venues and halls, and high-quality food outlets is also an issue.

## **Option 5**

### **Title: North Berwick Youth Hub**

#### **Vision:**

A bespoke youth facility incorporating indoor and outdoor space for a wide range of activities to address the loss of several young people's spaces over the past few years. A place to meet and socialise, get involved with new activities and projects and to develop new skills and interests. Table tennis, pool, music, drama, dance, film and creativity all combining with evening entertainment to give young people in North Berwick a place to be. After school, evening and weekend use predominantly would open up potential to link with daytime childcare through shared space options. A linked public/community garden.

#### **Comparators:**

[Dunblane Centre](#) - The centre was built for young people but is now cross generational. Breaks even.

[Venchie](#) Edinburgh - situated in Craigmillar, in the south east of Edinburgh, within a purpose-built centre, on the grounds of an Adventure Playground

[Fetlor](#) Youth Club – New-build youth club with nursery.

[Transition Extreme](#) Aberdeen – extreme sports centre with a focus on youth training and activity

[TD1](#): a Galashiels based youth facility providing youth clubs, mentoring, young parent support and P7/S1 transition work.

[Findhorn Bay Arts](#) and [Ignite](#): one of nine young people's art hubs piloted by Creative Scotland.

#### **Funding requirement:**

Significant initial capital necessary.

#### **Income Generation Potential:**

Some income generation potential. Room hire options, children's parties and potential childcare facility hiring some space. Potential grant funding for specific projects.

#### **Social Impact Potential:**

Providing a bespoke space for young people to meet and socialise will deliver high social impacts for that age group, including improved health and well-being, employability skills, increased social cohesion within young people's groups. The opportunity to 'drop in' to a space that is dedicated to young people's needs and interests is likely to increase confidence and self-belief.

#### **Negatives:**

Very difficult to fund and maintain a bespoke facility dedicated to young people. Does not best use the site's position and views. Does not maximise social cohesion and intergenerational work by limiting use of space to young people. Many youth groups and Centres are incorporated into wider community Hub premises, so facilities can be shared by a wider population.

## Appendix 2e Lime Grove Community Hub Options and Variations

### Purpose of the Public Meeting

The purpose of the public meeting on 5<sup>th</sup> February is to discuss options for a Community Hub to be developed at the Lime Grove Site. We aim to achieve three things:

- Seek consensus for the development of a Community Hub at Lime Grove
- Garner views on the type of Hub supported e.g. one tending to entirely multi-purpose use verses a focus on performing arts
- Discuss the type of additional income generating facilities which could support the facility e.g. supported housing, tourist hostel accommodation or an under-5s facility.

### Sticky Issues

The Lime Grove Steering Group recognise that there are several issues which cause challenges for residents in North Berwick. Principally but not exclusively, parking and displacement of existing businesses/services.

- **Parking:** parking is a seriously contentious issue. In the process of developing any proposals, we will very carefully develop an appropriate active travel and parking plan. We will liaise very closely with residents and the Planners to ensure the parking issue (re this proposal) is dealt with.
- **Business/service Displacement:** we will not develop any business proposal at Lime Grove which effects other businesses in the town without discussion. Our view is that where private operators are functioning well, then we will not develop a proposal that interferes with those businesses. Our aim is to create additional and complementary services for the town.

### Overview

Lime Grove is a site in North Berwick which is currently owned by East Lothian Council and may be offered for sale. Discussions have taken place about bringing the site into community ownership. The Council are potentially receptive to the idea. As part of the asset transfer process, the community is to develop a business plan for use of the site.

Several hundred people have responded to our consultations and attended a previous public meeting regarding potential use of the site by the community. These consultations have developed options for use of the site. External consultants, SKS Scotland, has worked with the Lime Grove Group to appraise these options. The following has been considered:

- The site is **iconic** and therefore should have development which builds on that
- The development should be potentially **game-changing** for the town
- The development should have a strong reasoning for use on **this site**
- It should reflect community **need**
- It should have a potential to at least financially **break-even**
- It should have a demonstrable **social impact**.

The key statistics for North Berwick include:

- The town being wealthy with pockets of less well-off people, making it quite unequal
- There is a large and growing older population
- The number of people living with dementia is increasing
- 14% of the population have poor mental health or learning disabilities, physical ill health or disabilities
- There is a high and increasing population of 5 to 15-year-olds with reducing services

- There are over 300 young people assessed as having additional special needs in the ward.

Key issues that emerged through community consultation included:

- A resource that had multiple uses would work well
- Facilities which supported several ages/generations should be supported/encouraged
- Specific resources for young people should be supported
- Arts based activities had strong backing.

### Community Hub

The steering group reflected on the consultations and discussions and agreed to present local people with differing approaches involving a Community Hub. A [Community hub](#) (click link for more information) combines a variety of community activities, income generating opportunities and local services into one facility.

At the public meeting, we'll discuss options for the Hub's emphasis e.g. a focus tending towards *performances* or at the other end of the spectrum, an entirely multi-use building. We'll also try to tease out what kind of income generating activities the town would like to see e.g. supported housing, under 5s facilities or bunkhouse/visitor accommodation. Our aim is to promote discussion.

### Our Vision

*A sustainable Community Hub where all North Berwick people can learn, create and enjoy themselves.*

Providing the space where people create together. A facility that enables engagement for a full age-spectrum of users. Spaces could include facilities for leisure, social activities, adult education classes, community performance, dance, crafts, drama, singing, film making & photography etc. It could incorporate craft/learning studios, performance space, recording studio, Pre-5s centre and a café with external play area. It would include an outside public/community garden space.

### Emphases

Our previous consultations have indicated a strong support for a Performing Arts focussed Hub. However, the nature of a fixed theatre would limit usage of the Hub for other activities. So, we have a choice to make about the nature of any main space for the Hub:

- A theatre with fixed, raked seating
- A hall with a stage
- A multi-purpose Hall without fixed seating or stage.

### Income Generators

We have choices to make regarding what additional facilities should be provided on-site. These choices should be made based on the opportunity to generate income, ability to meet needs, have community support and create social impacts. We've focussed in on three potential options which we'd like your views on:

- An under 5s facility: nature kindergarten/nursery/soft play facility
- Tourist Bunkhouse/hostel accommodation
- "Tiny Houses" aimed at providing rented accommodation for older, disabled and/or people with special needs.

## Appendix 3a Lime Grove Statistical analysis

### Summary of North Berwick Coastal Statistics provided by East Lothian Council – November 2017

Source:

[http://www.eastlothian.gov.uk/info/200529/north\\_berwick\\_coastal/1763/north\\_berwick\\_coastal\\_area\\_partnership/3](http://www.eastlothian.gov.uk/info/200529/north_berwick_coastal/1763/north_berwick_coastal_area_partnership/3)

#### Key Points

- The statistics for the ward illustrate a very high level of inequality within the ward, with the relative affluence of the large majority hiding small pockets of deprivation.
- 6 data zones in the NBC ward are within the 20% most access deprived in East Lothian, 5 of which are within the 20% most access deprived in Scotland. 4 data zones in the NBC ward are within the 10% most access deprived in East Lothian and Scotland.
- A large and growing population of older people
- Larger than the Scottish average of 0-15-year olds
- 14% of respondents in the ward reported that they had a long term mental health, illness problem or physical disability, (East Lothian 15%) with mobility issues and heart disease being most prevalent.
- Across East Lothian an estimated 7.4% of the population aged 65 and over suffers from dementia. Using population projections, this means that by 2031 in the North Berwick Coastal ward there will be 370 people aged 65 and over requiring support to cope with dementia.
- According to the 2011 census 1,201 people (9.6% of the population) provide unpaid care to a friend or family member in North Berwick Coastal, similar to the recorded rate East Lothian as a whole.
- 305 under 16s with additional support needs and 15 under 16s declared or assessed as disabled in North Berwick Coastal schools.
- High house prices with 75% home ownership

#### Deprivation

The Scottish Index of Multiple Deprivation (SIMD) 2016 identifies 6 data zones in East Lothian that are ranked within the 20% most deprived in Scotland. However, no data zones within the North Berwick Coastal Ward fall within this category. North Berwick Coastal in fact contains 8 data zones that are in the 20% least deprived in East Lothian and Scotland. North Berwick Coastal ward does not experience high levels of unemployment, with only 1.7% of the NBC ward population claiming universal credit in December 2016 (as opposed to 4.7% in East Lothian). 6.2% of the working age population in the North Berwick Coastal ward is considered to be employment deprived (10% for East Lothian and 13% across Scotland). Similarly, income deprivation is currently 6% in North Berwick Coastal (East Lothian 11% and Scotland 13%). 4.2% of primary and secondary school pupils living in the ward are registered for free school meals (East Lothian average of 9.9% primary, 8.3% secondary).

In North Berwick town centre 11.3% of private households are assessed as living in fuel poverty and none as living in extreme fuel poverty.



The percentage of children living in poverty ranges from 1.5% to 18.8% (compared to the East Lothian average of 13.7%) and the estimated household income differing by £467.52 per week between the most affluent data zone and the least. These statistics illustrate a very high level of inequality within the ward, with the relative affluence of the majority hiding pockets of deprivation.

### Access deprivation

6 data zones in the NBC ward are within the 20% most access deprived in East Lothian, 5 of which are within the 20% most access deprived in Scotland. 4 data zones in the NBC ward are within the 10% most access deprived in East Lothian and Scotland. The North Berwick Coastal ward is considerably more rural than East Lothian as a whole, with 52.4% of the population classed as living in remote small towns – defined as settlements of between 3,000 and 10,000 people and with a drive time of over 30 minutes to a settlement of 10,000 or more.

### Population demographics

There are areas where North Berwick Coastal ward is likely to experience issues demographically. It has a growing and ageing population which is likely to place pressures upon services in the future.

The current population of the North Berwick Ward is estimated at **13,719** people. The ward has a strong growth rate which is approximately double that of Scotland as a whole, with a 10.7% rise in population since the 2001 census. East Lothian is one of the fastest growing areas in Scotland and its population is projected to grow to over 128,000 in the next 20 years.

Population age	North Berwick Coastal	East Lothian	Scotland
0-15	17.4%	18.2%	16.9%
16-24	8.2%	10.3%	
16-64	56.1%	62.2%	64.6%
65 and over	26.5%	19.6%	18.5%

(National Records of Scotland, 2016 mid-year estimates)

In 2015 there were 3,548 people aged 65 years and over living in the NBC ward (26.3% of the ward population). As the table shows, this had increased by 0.2% of the population (to 3,632 people) by 2016 and is expected to increase to 4,667 by 2027 (31.1% of the population). 2,506 (16.7% of the ward population) of these people will be over 75.

### Estimated increase in the Older Population in the North Berwick Coastal Ward

North Berwick Coastal	2016	2017	2022	2027
65 and over	3,632	3,691	4,109	4,667
75 and over	1,764	1,833	2,169	2,506
65 and over % of ward population	26.5%	26.8%	28.6%	31.1%
75 and over % of ward population	12.9%	13.3%	15.1%	16.7%

Population Projections for Older People (<http://gro-scotland.gov.uk/>)

Furthermore, the proportion of older people is expected to continue to grow and looking further into the future, it is anticipated that by 2031 approximately 56% of the ward population will be 65 years or older, highlighting the need for well-planned future elderly care services.

### **Health and Social Care**

85% of residents in the ward described their own health as very good or good in the 2017 East Lothian Residents Survey, compared to the East Lothian figure of 82%.

No data zones in North Berwick Coastal are within the 20% most deprived for the Health domain in Scotland, and 10 data zones are within the 20% least health deprived in Scotland. Life expectancy for North Berwick Coastal is higher than the Scottish average (average across 3 health zones) Female – 81.5 (Scotland – 80.8), Male – 78.2 (Scotland 76.6).

Maternal and child health data in East Lothian is consistently better than the Scottish average and is, in the main, very positive across the NBC ward.

However, 14% of respondents in the ward reported that they had a long term mental health, illness problem or physical disability, (East Lothian 15%) with mobility issues and heart disease being most prevalent.

Across East Lothian an estimated 7.4% of the population aged 65 and over suffers from dementia. Using population projections, this means that by 2031 in the North Berwick Coastal ward there will be 370 people aged 65 and over requiring support to cope with dementia.

According to the 2011 census 1,201 people (9.6% of the population) provide unpaid care to a friend or family member in North Berwick Coastal, similar to the recorded rate East Lothian as a whole. 19% of these carers provide more than 50 hours of care per week.

In addition, in 2016 an average of 2,162 hours was provided each week to support people in North Berwick Coastal living in their own homes. This was 9.7% of the 22,239 hours of home care delivered across East Lothian. Older people receive an average of 8.1 hours of assistance per week and people with learning disabilities receive an average of 57.3 hours of support per week.

These statistics illustrate that although levels of health are relatively high, there is an ongoing need for care provision for elderly people, including those with dementia, and people with learning disabilities. The demands for care for elderly people are likely to increase in line with the ageing population.

### **Under 16s**

There are also proportionally more 0-15-year olds in North Berwick Coastal ward and East Lothian than in Scotland as a whole, making childcare and wrap around care services an important consideration.

### **Education**

In the 2015/16 there were 997 primary school pupils and 792 secondary school pupils in North Berwick Coastal. 12.7% of primary school pupils and 22.6% of secondary school pupils in North Berwick Coastal Ward have Additional Support Needs (17.6% primary and 26.3% secondary across East Lothian). 0.4% of primary school aged pupils in the ward are declared or assessed as disabled, rising to 1.4% of Secondary school age pupils (1.9% primary and 0.8% secondary across East Lothian).

These figures equate to 305 under 16s with additional support needs and 15 under 16s declared or assessed as disabled in North Berwick Coastal schools.

The North Berwick Coastal population is well educated, with 43% have undertaken some form of degree qualification, compared to 27% for East Lothian and 18% of adults have no formal qualifications, compared to 27% across Scotland. 97.1% of school leavers from the ward were initially assessed as having a 'positive destination' upon leaving school (91.9% East Lothian) and 60% of school leavers went straight into higher education (East Lothian average of 39%).

### **Housing affordability**

There are 6,462 dwellings in the NBC ward, equal to 14% of the total number of dwellings across East Lothian, with a dwelling density of 8.3 per hectare compared to 16.2 across East Lothian as a whole. 2.3% of these (or 146 dwellings) were long term empty and 5.8% (or 372 dwellings) were second or holiday homes. Only 28% of dwellings in the ward are within bands A-C, compared to the East Lothian figure of 54.5%.

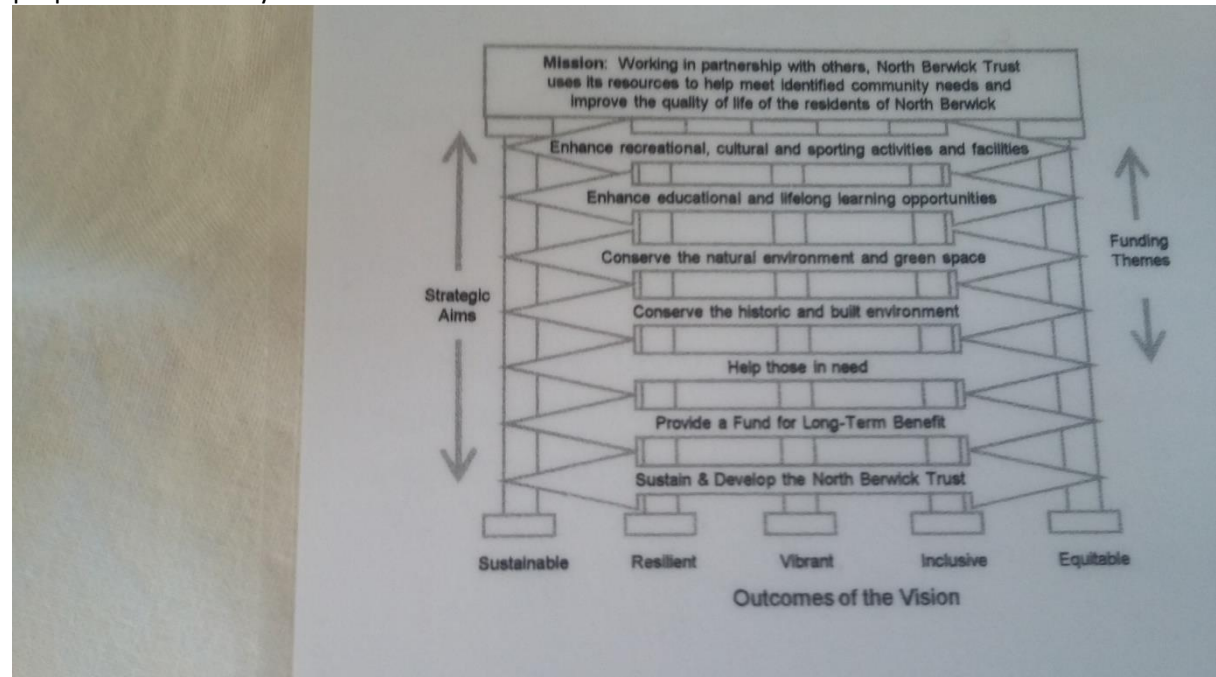
76% of homes are owner occupied, and a significantly lower proportion of households live in the social rented sector - in March 2013 North Berwick Coastal Ward had 550 East Lothian Council homes and 197 Housing Association homes. There are low levels of homelessness - In 2011 the homelessness presentation rate from the North Berwick ward was 9 per 1,000 people, compared to a rate of 23 per 1,000 people across East Lothian.

House prices in North Berwick Coastal are relatively high. In 2012 the median sale price for houses sold in the ward was £270,000, 60% higher than the median East Lothian price of £167,000. An East Lothian household with a median income of £28,542 in 2012 would be required to borrow 8.34 times their salary in order to buy a three bedroom median priced property in the North Berwick Coastal ward (assuming they had a 15% deposit of £42,000) - compared to needing 5.36 times their salary if looking at the median price for 3 bedroom homes across East Lothian as a whole.

## Appendix 3b Strategic fit

### North Berwick Trust

This local organisation has received a capital receipt from the sale of community owned land and an application will be submitted to it as a potential funder. Its vision is *'to make North Berwick as great place to be – more sustainable, resilient, vibrant, inclusive and equitable.'* Its mission as shown below, is to work in partnership and use its resources to meet identified need and improve quality of life for residents of North Berwick. A strategic aim is to enhance recreational, cultural and sporting activities and facilities, which is directly addressed by the proposed Community Hub.



### North Berwick Coastal Partnership Plan (2016)

This Plan highlights a number of areas of focus for North Berwick Coastal development, including creating a welcoming community where people have a sense of belonging and are healthy and active, with an Arts Centre offering and a designated space for young people.

#### **Relevant outcomes to be delivered against include:**

- improve the opportunities for children and young people,
- communities are able to make healthy choices and access the services they need in order to maintain a positive level of well being
- support an increasing older population to live as independently as possible
- Increase the availability of affordable housing
- Reduce impact of inequality for people living on a low income in an affluent community
- Increased opportunities for local employment and business growth

Specific actions include working with local youth groups to improve facilities, developing intergenerational work and supporting day centres, carers and older people to address individual needs and reduce hospital admissions.

## East Lothian Council Single Outcome Agreement - East Lothian Partnership Plan (2017-2027)

The overarching intent of the East Lothian Partnership Plan is *‘to work in partnership to achieve an even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy that enables our people and communities to flourish’*. It is working towards the area being more prosperous, community minded and fair, and has seven high level outcomes focused around work, business, resilient communities and affordable and enjoyable living.

Outcome 1.1 East Lothian people are working, are free from in-work poverty and are able to develop and improve their work skills.

Outcome 1.2 Local businesses are thriving and the business base is expanding.

Outcome 1.3 People and businesses in East Lothian have better access to digital infrastructure and the digital skills they need.

### **THEME 2 – COMMUNITY-MINDED**

Outcome 2.1 East Lothian has strong resilient communities where people respect and support each other.

Outcome 2.2 East Lothian People can live affordably and contribute to a thriving community life in a high-quality environment.

### **THEME 3 - FAIR**

Outcome 3.1 We tackle the causes and effects of poverty in East Lothian and we reduce the gap between the richest and the poorest people.

Outcome 3.2 People in East Lothian are enjoying healthier lives.

## East Lothian Strategic Assessment

### **Relevant highlights**

- Projected increase in population - increasing pressure for land supply for housing, business and infrastructure (such as transport).
- Ageing population, living longer.
- Increasing numbers of people living alone will require concentration on suitable housing.
- East Lothian has high concentration of “access deprivation” i.e. outside of towns it takes longer than the Scottish average to access services such as GP, retail centre, post office. However, this is consistent with living in a rural area.

### **Some highlighted challenges:**

- Increased demand for health, care and leisure services.
- Growth in ‘free’ personal care: greater demand as population increases and gets older.
- Increase awareness and ability of people (all ages) to look after their mental and physical health
- Increasing older population and shift in balance of care to care at home suggests that people will stay in their council houses for longer
- Lack of social facilities/ places for people to meet casually in new housing developments.
- Potential for social isolation.
- Employment gap – social care workforce employment is low but they are needed, including in areas where they can’t necessarily afford to live (e.g. in North Berwick).

- Availability of affordable and flexible childcare – especially for the potential social care workforce.
- House prices much higher than Scottish average - and increasing.
- Fuel poverty: 30% of owner-occupiers, 40% of Social Housing; similar to Scottish averages.
- Digital infrastructure needs improvement – access to fast broadband and good mobile coverage.
- Need to develop digital skills - in all age groups.
- Access to further education: travel not easy for non-earning EL residents especially in the east and/or in more rural areas.
- Forecast increased demand for appropriate / single person housing / accommodation.
- The supply of affordable housing is currently insufficient to generate vacancies to meet the needs of homeless and low income households, but managing demand is complex.
- Low affordability of housing for people on lower incomes – need truly affordable housing.
- Increased social isolation for older people in single or two person households / possible decrease in family members able to provide support.

### East Lothian Health and Social Care Partnership Strategic Plan

**Vision** – *to enable all adults to live the lives they want as well as possible, achieving their potential to live independently and exercising choice over the services they use.*

Relevant Strategic Objectives:

**A.** To make universal services more accessible and proportionate to need and to develop our communities - We want to improve access to our services, but equally to help people and communities to help and support themselves too.

**B.** To improve prevention and early intervention - We want to shift and focus services towards the prevention of ill health, to anticipate at an early stage the need for support and to react where possible to prevent crises.

**D.** To provide care closer to home - We want to deliver safe and effective care as close to home as possible, allowing people to remain in their homes and communities for as long as they can.

**H.** To reduce health inequalities - We want to reduce inequalities, break the cycle and impact of deprivation and support and protect the vulnerable in our communities.

**I.** To build and support partnership working - We recognise the importance of developing effective and wide ranging strategic partnerships in delivering our ambition, vision and values.

### Scottish Government National Performance Framework

**Relevant National Outcomes:**

2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors

and responsible citizens

6. We live longer, healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
13. We take pride in a strong, fair and inclusive national identity
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

### Relevant National Indicators

- Increase the proportion of young people in learning, training or work
- Improve children's services
- Improve self-assessed general health
- Improve mental wellbeing
- Increase cultural engagement

**Scotland's Economic Strategy** (March 2015, Communities, local assets and housing) illustrates Scottish Government's support for community led projects and the benefits it recognises can be achieved through activity such as this.

*'There is a vibrant and diverse range of community-led initiatives, including managing renewable energy projects, running childcare services, preserving the local heritage, and managing forestry enterprises. The work of these groups is having an impact from our islands and remotest rural villages to the hearts of our cities and towns.....*

*When people feel they can influence what happens in their community, and can contribute to delivering change, there can be many benefits, and our aim is to support approaches that can contribute to a growing sense of democratic renewal and change.'*

**Community Land Scotland** clearly articulates the rationale for communities purchasing land on its website, as do several pre-purchase communities that are striving for similar outcomes to LGATG:

*'Community land purchase is the start of a long journey, often to reverse many years of decline. The purchase quickly stimulates the feeling of confidence which empowers communities to develop economic opportunities, enable the development of vital housing, build on a growing awareness of environment and heritage to enliven the social life of its people.'* CLS.

*"Community land ownership would offer self-determination and autonomy in an area that is lacking both."* Pre-purchase community.

*"Community land ownership would act as a catalyst to regenerate enthusiasm & a sense of pride, create potential for new opportunities in jobs & prospects for young people to stay in our community"* Pre-purchase community.

*"Owning our local assets and managing them will create more opportunities for people to work together and develop a sense of local ownership and responsibility. A stronger and more sustainable future is a key driver behind our buyout aspirations."* Pre-purchase community.

The [National Volunteering Strategy for Scotland](#) promotes a number of key aims including an increase in volunteering opportunities for young people; dismantling the barriers to volunteering and closing the opportunity gap; and improving the overall volunteering experience.

[Social Enterprise - Scotland's Social Enterprise Strategy 2016-2026](#) - the ten-year, national social enterprise strategy sets out the Scottish Government's shared ambitions for social enterprise in Scotland, jointly developed with the sector. It provides a framework for action over the next decade. Social enterprise approaches model inclusive growth and this strategy will support the aim of sustainable economic growth, tackling inequalities and building a fairer Scotland.

The Government strategy is one of raising the profile and demonstrating the value of social enterprise, opening up markets to social enterprise, increasing the range of finance available to social enterprises and developing the trading capacity of social enterprises.

The action plan - [Building A Sustainable Social Enterprise Sector In Scotland:2017-20](#), sets out important first steps that the Scottish Government will take, working across government and with partners, to deliver on their vision for social enterprise over the next three years. Subsequent action plans will follow in 2020 and 2023. The plan is being published in support of Scotland's Economic Strategy, and demonstrates in particular how social enterprises can be assisted to deliver on their ambitions for inclusive growth.

[Creative Scotland's Strategy](#) aims to strengthen opportunities for excellence and diversity across the arts to be encouraged, nurtured and sustained across Scotland, and to develop collaboration and partnership.

[Scotland's Youth Employment Strategy](#) includes promoting and increasing the number of people taking up apprenticeships and encouraging employers to work with educational facilities to help develop skills and increase employment opportunities. Modern Apprenticeships (MAs) are widely recognised as being an excellent opportunity to gain skills, experience and a qualification while in employment. The Community Hub will aim to take on a number of MAs in all commercial aspects of the enterprise.

[National Youth Work Strategy 2014-9](#) wants Scotland to be the best place in the world for children and young people to grow up and recognises the value of youth work, so supports the Community Hub focus upon a bespoke Youth space to enable growth of the Youth Project.



## Appendix 4a Social Impact

Find this table in the Appendix 1 Financial Forecast Excel Spreadsheet

## Appendix 4b Protected Species at Lime Grove

### **The Proposal Site**

The former farmyard and Local Authority depot at Lime Grove, in North Berwick, consists of a series of stone buildings, with an expanse of rough grassland and developing scrub. The total area extends to about 1.1 ha, of which about 0.6 ha is composed of buildings and associated space. The remaining 0.5 ha is the rough grassland and scrub.

The basic habitat value of the site is relatively low. The vegetation is species-poor and there are no specialist habitats on site. However, great crested newts are known to forage on site and bats potentially roost in the buildings or use the site for foraging.

### **Great Crested Newts**

An amphibian survey was carried out at Lime Grove in 2014 and confirmed the presence of great crested newts. This species is protected by European legislation. In East Lothian there are only five known populations, all restricted in size and isolated in the landscape. The continuance of the species in East Lothian is therefore slightly precarious.

At Lime Grove the population is centered on a breeding pond in a neighbouring garden: a remnant from days when the wider countryside was farmed. With only one known breeding pond in the vicinity, the population is likely to be small.

The presence of the species does not prevent development, but any plans to develop the site must not compromise the local population. Proposals should also seek to enhance or create new habitats where possible. Construction of a pond would be ideal as it would provide additional breeding habitat.

The location of the current breeding pond is such that most of the newts are likely to be present in the rough grassland on the west side of the site. To be of greatest value, habitat improvement should be in this location. New buildings or hard standing should not be constructed on this grassland area, although it could be landscaped to create a more appealing park or garden so long as the design continued to provide foraging habitat for newts.

Prior to work beginning at Lime Grove, specialist advice should be sought to agree mitigation and ensure that works will not affect newts. A license should be sought from SNH as required.

### **Bats**

All species of bat and their roosts are protected by European legislation. As with great crested newts, the presence of bats does not prevent development, but does require that appropriate survey work and mitigation takes place. It is unknown whether bats use the buildings at Lime Grove, but they are generally of a style and structure which would allow bats to roost.

A bat survey should be carried out to determine which species of bat are present, if any, and the significance of the population. If bats are found in any of the buildings, a license should be sought from SNH. The loss of a bat roost through development will normally require the fitting of bat boxes within the proposal site as mitigation. Landscaping suitable for great crested newts will also be of benefit to foraging bats.

### **Planning / Legislation Requirements**

If great crested newt and bat species are present on site, the European Protected status of these species means that in determining the planning application the local authority will need to be certain that appropriate survey has been carried out to allow design and mitigation proposals which are sufficient to maintain the favourable conservation status of the species. In short, the council must be certain that when they grant planning the design proposals will be sufficient to allow SNH to grant a development license under European Protected species law. The test for this license is that the conservation status (size, health and range) of the species in this local area, is not affected. Badger and barn owl are also subject to licensing requirements.

### **Survey and Design**

The underpinning principle for securing permissions and licenses is to obtain sufficient and high-quality survey data to allow appropriate design of the development and required mitigation. Survey will allow an assessment of the key habitat features for each species on site, the size of any populations on site and the range of the species on the site. This data can then be used to highlight key parts of site to be retained, new habitats which might need to be created or specific design features which might be required on the site.

Examples which have already been suggested by the council include creation of additional ponds, use of SUDs systems and specific drainage design. Survey is carried out in two stages. The first stage is an initial site visit to map habitats on site and assess the potential of each part of the site for protected species. This is an Extended Phase I Survey (JNCC, 1993). For this site the survey would be combined with an assessment of bat roost potential of all buildings and trees on site using Bat Conservation Trust Methodology to assign these features to Low, Medium or High potential and Habitat Suitability Indexing of the nearby pond and any other waterbodies on site to assess their suitability for great crested newts.

Once this work is complete more detailed protected species are likely to be required – assuming the buildings have high bat roost potential this may include installing remote detectors in the barns for an extended period or at least three dusk / dawn emergence and return surveys on buildings for bat species. It is recommended that full surveys of the great crested newt ponds are undertaken at an early stage to ensure that the population class of the pond (small, medium, large) is known at an early stage as this will feed in to the level of design proposals. Surveys must follow SNH guidelines and two techniques (generally bottle trapping and torch survey) should be carried out on the pond on six occasions between April and mid-June. This data is extremely important for satisfying planning permission. Further surveys may also be required for badger, barn owl and potentially other species. Once data is obtained it can be review against initial design plans to allow additions or modifications to be made.

### **Phase I Assessment**

Initially, a visit to carry out the first phase of the assessment as described above would be appropriate. This would include a Phase I habitat survey and walk-over to search for signs of any protected species within and near the site. A detailed assessment of all parts of the farm buildings and trees on site would be carried out to determine bat roost potential classes and the pond would also be examined to determine its Habitat Suitability Assessment score. An initial report including maps and photos would be written from the results of this visit and the report would include an outline of potential ecological design options to be included masterplan as well as outlining additional 'phase 2' survey requirements. It is recommended that at this stage a meeting is held with the design team.

## Appendix 5a Lime Grove Hub Legal Identity

### Asset Ownership and Operational Delivery Vehicle

In this document, we will examine the options for ownership and operation of the proposed Lime Grove Hub. We are assuming in the following that the core activity of the Lime Grove Hub business is trading for a social purpose, with activities congruent with North Berwick Trust and East Lothian Council strategies. In assessing the plan, the following should be considered regarding legal identity:

- Capacity to deliver the aims and objectives of the Lime Grove Hub and North Berwick Trust
- The ability to maximise external grant funding
- The minimisation of taxation
- Protection of individual business operation streams
- Protection of assets
- Ease of operation.

Several key factors bear on the legal identity chosen for the Lime Grove Lime Grove Hub:

- How much power and control the North Berwick Trust might wish to exercise
- Who will hold property/assets
- Whether potentially *charitable* activity will be performed
- Whether straight forward *commercial* activity will be performed.

### Approach to Asset Ownership

North Berwick Trust was established as a grant giving body, taking a flexible and responsible approach to managing trust funds, enabling both to invest in the community now and create a North Berwick 'Forever Fund' for the future. Given the level of financial support sought to acquire and develop the Lime Grove Site, the role of the Trust in simply making a grant to enable this needs examination.

The Pros of NBT simply offering a grant to a new constituted Lime Grove Group are as follows:

- It would enable the leverage of other funds e.g. up to £1 million from the Scottish Land Fund for acquisition and up to £0.5m from charities/Trusts for development.
- NBT would minimise on-going administrative commitment
- NBT would demonstrate a commitment to community empowerment.

The Cons:

- The very significant level of grant required could be perceived as presenting a risk to the NBT
- NBT retaining ownership of the site and any subsequent development (whilst giving a long lease to the community body) would enable NBT to retain a significant asset on its balance sheet
- The ability of NBT itself to further develop the site would be compromised.

The Lime Grove Steering Group would support North Berwick Trust in NBT being best placed to retain site ownership and ownership of any development. Although this would reduce any external income being raised, LGATG is of the view that retention of the site on the NBT balance sheet could give NBT comfort regarding any perceived risk.

### **Option 1 North Berwick Trust Owns and Operates the Lime Grove Hub**

If the North Berwick Trust sees the Lime Grove Hub as an entity which it wishes to control fully, then it *could* operate it through the existing North Berwick Trust effectively. This would have the following advantages:

- Full control via the existing structures (a “project advisory committee” could be established)
- Any donors to the Lime Grove Lime Grove Hub could claim tax relief through [Gift Aid](#)
- Discretionary rates relief would be available
- Non-charitable activities up to [certain limits](#) without corporation tax issues could be pursued
- No additional reporting duties e.g. Companies House etc.
- Back-office functions could be shared.

The disadvantages:

- No protection of the North Berwick Trust’s activities/assets from problematic trading
- N.B. Trust may not want to be involved in “delivery”
- Additional administrative burden on the N.B. Trust
- North Berwick Trust is not exempt from paying VAT when trading but it would be [eligible for some VAT reliefs](#).

### **Option 2: Options if Not Running through North Berwick Trust An Independent Lime Grove Trust SCIO**

A new, independent Lime Grove Trust, structured as a SCIO, could act as a delivery vehicle for the community whilst the asset ownership remains with N.B. Trust. That could have the advantages of N.B. Trust ownership & operation outlined above but also:

- Frees N.B. Trust from operational activity
- Separation of asset ownership from operations, offering protection for N.B. Trust assets
- Any donors to the Lime Grove Lime Grove Hub could claim tax relief through [Gift Aid](#)
- Discretionary rates relief would be available to the new SCIO
- Non-charitable activities up to [certain limits](#) without corporation tax issues could be pursued
- No additional reporting duties for N.B. trust e.g. Companies House etc.
- Access by the Lime Grove Trust to grants income unable to be accessed through N.B. Trust

with the following disadvantages:

- Loss of operational control by the main North Berwick Trust
- No kick-back of profit to the North Berwick Trust
- Additional administration (by Lime Grove Trust)
- Requires separately accounted for back-office functions.

### **Option 3: Option for Indirect Operation Directly through North Berwick Trust Trading Subsidiary of N.B. Trust**

An option for not operating directly through the existing North Berwick Trust would be through a trading subsidiary of N.B. Trust. The advantages would include:

- Separating trading activities from your main North Berwick Trust, thus protecting assets/activities
- Minimise taxation by covenanting profit to the North Berwick Trust

- Making profits on trading that's not linked to primary purpose
- Making a profit that comes close to or is higher than the small trading tax exemption limit
- Having "unconflicted" Directors to assist in the company development
- Choosing external key figures to play a more active role in Directorships

The disadvantages would include:

- Additional administration for N.B. Trust
- Lack of access to grant funding compared to an independent SCIO
- Potential VAT liability (trading above £82000 pa)
- Potential Corporation tax liability (although obviated by covenanting profit)
- Potential loss of discretionary Rates Relief
- Potential loss of grant funding opportunities
- Limited role for "partnership".

An appropriate legal form would be the [Community Interest Company Ltd by Shares](#). This would give all the advantages above whilst badging yourselves as having a community commitment.

#### **What SKS Scotland CIC would suggest**

In summary, the issues lie around asset ownership and operations.

We would propose the following:

- The North Berwick Trust owns the asset
- An independent SCIO is formed to undertake the physical development and operate the asset
- The North Berwick Trust then leases the premises (full repairing and insuring for 25 years) to the new Lime Grove Trust for a peppercorn rent
- Board membership of the new SCIO (whilst reflecting Scottish Land Fund requirements) includes the main North Berwick Trust, local community, and "unconflicted" specialist Directors.
- Directors are assessed against bringing either skills, networks and/or funding.
- The SCIO delivers all the trading activities.

This approach reduces risk in asset ownership whilst freeing the N.B. Trust from administrative burden. Additionally, an independent SCIO has a more effective fundraising ability than a trading subsidiary.

## Additional Information:

### Pros and Cons of Some Legal Identities

Organisational Type	Level of Control for N.B. Trust	Nature of Partnership	Ease of Administration	Investment Potential	Taxation Issues (each may require VAT registration)
<b>Existing North Berwick Trust</b>	Complete	Advisory Committee	As current	Grants Internal loan	Straightforward
<b>Trading Subsidiary</b> (CIC by Shares)	Complete	Select unconflicted Directors	Separate company reporting Charge out back-office	SITR Inter-group loan	Covenanting profit minimises Corporation tax Exposure to Business rates
<b>Independent Lime Grove Trust (SCIO)</b>	Nil – representative on SCIO board	All partners sacrifice individual interests	Separate company reporting	Grants Formal loan from North Berwick Trust Access to SITR	Straightforward

### Who's Responsible for Doing What?

Organisational Type	Employing Staff	Business Development	Managing Contracts	Handling the Finances
<b>Existing North Berwick Trust</b>	North Berwick Trust North Berwick Trust	North Berwick Trust North Berwick Trust	North Berwick Trust North Berwick Trust	North Berwick Trust North Berwick Trust
<b>Trading Subsidiary</b> (CIC by Shares)	Subsidiary	Subsidiary	Subsidiary	Subsidiary – possibly sub contracted to North Berwick Trust
<b>Independent lime Grove Trust (SCIO)</b>	Independent Lime Grove Trust	Independent Lime Grove Trust	Independent Lime Grove Trust	Independent Lime Grove Trust

## Appendix 5b Induction Checklist for new Lime Grove Trust Directors

### Upon Appointment

- a copy of the mission statement of the Trust
- an up to date copy of the memorandum and articles of association
- a copy of the business plan
- a brief history of the Trust
- an organisation chart
- the internal telephone directory, email and web addresses
- the annual report and accounts for the past three years, audit report and performance records (including beneficiary surveys), current annual budget and most recent management accounts.
- a brief outline of the role of the trustee or director/trustee and a summary of his or her responsibilities and continuing obligations. This may need to be more detailed where the appointee has no previous experience as a charity trustee
- OSCR or Charity Commission booklets, for example CC3 – *The Essential Trustee: What you Need to Know*.
- Directors' conflicts of interest policy and register of interest
- the schedule of dates of future Director meetings, committees and sub-committees, if appropriate
- a description of the procedures to be adopted at trustee meetings. These would normally cover details such as:
  - when the papers are sent out
  - normal location of meetings
  - how long they last
  - an indication of the routine business transacted
  - procedure for raising items for consideration
  - domestic arrangements, e.g. access, parking, lunch, child care and other expenses, etc

### After Three Months Service

- a list of current trustees or director/trustees, the charity secretary and their respective dates of appointment
- trustee code of conduct
- the biographical and contact details of other trustees or director/trustees and key employees
- the Trust's guidelines on:
  - matters reserved for formal trustee meetings
  - the policy for obtaining independent professional advice by trustees
  - other standing orders, policies and procedures of which the trustee should be aware, or where they can be obtained from (including investment and reserves policies, CRB checks, children and vulnerable people policies, money laundering, and data protection to name a few)

### **After Six Months Service**

- the minutes of general meetings (annual and extraordinary) of the last three years
- a copy of the most recent OSCR Return, where applicable
- the minutes of the meetings of trustees of the last six meetings and agendas for any meetings held in the last three years
- details of relevant committees and sub-committees for example executive, finance and general purposes, with:
  - terms of reference
  - specifications of those responsibilities delegated by the trustees to any committees
  - names of the trustees serving on any committees and/or sub-committees
  - biographical details of any non-trustees serving on committees and/or sub-committees
  - a copy of all management accounts prepared since the charity's last audited accounts
  - details of any contractual obligations
  - summary details of the charity's insurance policies
  - details of any ongoing litigation presently being undertaken either by the charity or against the charity
- details of the charity's professional advisers (e.g. accountants and solicitors), together with the name of the partner or other nominated person dealing with the charity's business
- a list of the full contents of the induction pack so that the trustee or trustee (and director, where applicable) can check for any omissions.



## Appendix 5c Lime Grove Trust Director's Roles and Job Descriptions

### Overall Purpose

The board of Directors are jointly and severally responsible for the overall governance and strategic direction of the Trust and Hub, and financial health, probity of its activities, developing LGT's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All trustees should be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual trustees in any particular aspect of the governance of the charity. For example, all trustees should be able to read the financial accounts to a level that they can ask questions and comprehend answers of a general nature.

### Main Responsibilities

- To ensure that LGT, and its representatives, function within all legal and regulatory requirements applicable, and in line with the organisation's governing document, continually striving for best practice in governance.
- To maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in LGT.
- To take appropriate professional advice in all matters where there may be a material risk to LGT, or where the trustees may be in breach of their duties.
- To determine the overall direction and development of LGT through good governance and clear strategic planning.
- To avoid any personal conflict of interest.
- To manage and use the resources of the charity so as to optimise its potential.
- To ensure that robust systems are in place for internal financial control and the protection of LGT's funds and assets.
- To undergo a thorough induction upon appointment and ongoing training to remain alert to, and aware of, their duties and responsibilities, and of the environment in which they operate.
- To achieve the purpose of LGT and to pursue the charitable objects and provide public benefit.

### Main Duties

- Ensuring LGT complies with legislative and regulatory requirements and acts within the confines of its governing document and in furtherance to the charitable objects.
- Acting in the best interest of LGT, beneficiaries and future beneficiaries always.
- Promoting and developing LGT for it to grow and maintain its public benefit and recognising the situation when it may be more appropriate to wind the charity up where there is no longer a need for the charity to provide the services it does or because the charitable objects are no longer relevant to contemporary social situations.
- Maintaining sound financial management and control of the charity's resources. Ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities of the chief executive officer and, where applicable, other members of the senior management team.
- Ensuring the effective and efficient administration of the charity and its resources, striving for best practice in good governance.

- Acting as a counter-signatory on LGT cheques (including any electronic transactions) and any applications for funds.
- To maintain absolute confidentiality about all aspects of the trustees' business, bearing in mind the over-riding legal obligations placed upon trustees.

### **Statutory Duties**

The following is a précis of the legal duties Directors must fulfil:

- Duty of trust;
- Duty to comply with the charity's governing document;
- Duty to act in the best interests of the charity, present and future beneficiaries;
- Duty to avoid conflicts of interest;
- Duty to safeguard assets;
- Duty not to benefit from their position;
- Duty of care;
- Duty to act personally;
- Duty to act collectively; and
- Duty to keep accounts.

For charitable companies, directors and trustees also have specific legal duties under the Companies Act 2006.

### **Accountable to**

As the board are responsible and liable for the governance and functioning of LGT, they are accountable in varying degrees to a variety of stakeholders, including: members, beneficiaries, funders, OSCR, and other regulators (e.g. Companies House).

## **Lime Grove Trust - Secretary**

### **Overall Purpose**

The secretary is primarily responsible for the smooth and efficient running of Board meetings and of the Hub Senior Management Team and any sub-committees, providing assistance and support to the convenor.

The LGT secretary will also be closely involved in monitoring the compliance with various legislative and regulatory requirements affecting the charity and its activities, and ensuring that the Directors' decisions are acted upon, and that all decisions made by Directors are in accordance with the governing document, reflect the objects of LGT/Hub, and continue to provide public benefit.

The secretary should be responsible for keeping the 'conscience' of LGT/Hub, by way of ensuring that the Directors continue to take decisions and act in line with the governing document and comply with the relevant legislative and regulatory requirements that LGT/Hub is subject to.

### **Main Responsibilities**

- To liaise with the chair and Hub Manager to plan, arrange and produce agendas and supporting papers for trustee meetings and for drafting the subsequent minutes.
- To act as charity secretary and ensure that company law, charity law, and regulatory requirements of reporting and public accountability are complied with.
- To ensure that all meetings comply with the requirements of the governing document.

### **Main Duties**

- Arranging and administering trustee meetings and any sub-committees in line with legal, and other regulatory requirements, and in accordance with the governing document.
- Advise and guide the board of any legal and regulatory implications of the LGT Hub strategic plan.
- Acting as the custodian of the governing document, in liaison with the Directors, reviewing its appropriateness and monitoring that the charity's activities reflect the objects set out in the governing document. Also, to act as the holder statutory registers and books, and other legal and important documents such as insurance policies.
- Supporting the Directors in fulfilling their duties and responsibilities, organising trustee induction and ongoing training.
- Ensuring that trustee decisions are implemented in accordance with the LGT Hub's governing document or other internal operational procedures.
- Being an initial point of contact for stakeholders and interested parties.
- Acting as a counter signatory on cheques (including any electronic transactions) and any applications for funds.
- Ensuring stationery, including electronic communications (emails, websites etc), orders, invoices, cheques and other relevant documents include all the details required under company law and, if applicable, charity law and/or VAT law.
- Managing various other functions of the charity, including estates, personnel, finance, pensions, money-laundering, and data protection, as delegated.

### **The Independence of the Secretary**

The charity secretary is a key member of the senior management team appointed by the board of Directors as an officer of the charity with specific responsibility to the Hub, as a whole, for its sound governance and for the guidance of the board in its responsible and effective execution of duties.

The trustees have a right to expect the charity secretary to give impartial advice and to act in the best interests of the charity. However, it is incumbent upon the board of trustees to ensure that the charity secretary is in a position to do so, for example by ensuring that they are not subject to the undue influence of one or more of the senior management team.

If the board fails to protect the integrity of the charity secretary's position, one of the most effective in-built internal controls available to the charity is likely to be seriously undermined. The establishment of appropriate reporting lines for the secretary will normally be a crucial factor in securing that protection. It will also be important for individual trustees to have access to the advice and services of the secretary, and for them to support the charity secretary in their role.

### **Reporting Guidelines**

- 1. The secretary is responsible to the board as a whole and should be accountable to the board through the chair on all matters relating to their duties as an officer of the charity (core duties).**
- 2. If, in addition to the core duties mentioned above, the secretary has other executive or administrative duties, they should, as regards those duties, report to the Hub manager or such other member of the senior management team to whom responsibility for that matter has been delegated by the board.**

## **Job Description: Treasurer**

### **Overall Purpose**

The treasurer will oversee the financial matters of the LGT in line with good practice and in accordance with the governing document and legal requirements and report to the board of trustees at regular intervals about the financial health of the organisation. The treasurer will ensure that effective financial measures, controls and procedures are put in place, and are appropriate for LGT and Hub.

Despite the additional responsibility the treasurer will have in overseeing the financial matters of LGT and Hub, all Directors continue to be jointly and severally responsible, and therefore liable, for the administration of LGT and its Hub.

### **Main Responsibilities**

- To oversee, and present budgets, accounts, management accounts and financial statements to the board of trustees after discussion with the Finance/Admin Worker, where applicable.
- To ensure that proper accounts and records are kept, ensuring financial resources are spent and invested in line with the charity's policies, good governance, legal and regulatory requirements.
- To be instrumental in the development and implementation of financial, reserves and investment policies.

### **Main Duties**

- Liaising, where applicable, with the finance/Admin worker or other appropriate member of staff responsible for the financial activities of the organisation.
- Chairing any finance committee in line with standing orders and terms of reference and reporting back to the board of Directors.
- Liaising with auditors or independent examiner, where appropriate.
- Monitoring and advising on financial viability.
- Ensuring the creation of, in liaison with the finance admin worker, sound financial instruments for the control of assets.
- Implementing and monitoring specific financial controls and systems are in place accordingly and adhered to.
- Advising on the financial implications of the strategic plan.
- Liaising with the charity secretary and finance director, where applicable, to ensure that the charity's annual accounts are compliant with the current Charities SORP.
- Acting as a counter-signatory on cheques (including any electronic transactions) and any applications for funds.
- Maintaining sound financial management of resources, ensuring expenditure is in line with the LGT/Hub objects.
- Contributing to the fundraising strategy of the organisation.

**Job Description:**  
**Convenor**

**Main Responsibilities**

- Leading the Directors and members of the senior management team in the development of strategic plans.
- Providing leadership and support to the lead staff and ensuring that LGT/Hub is run in accordance with the decisions of the Directors, the charity's governing document, and appropriate legislation.
- Liaising with the secretary, and lead staff with the drafting of agendas and supporting papers for Senior Management Team meetings and ensuring that the business is covered efficiently and effectively in those meetings.
- Undertaking a leadership role in ensuring that the board of Directors & Senior Management Team fulfils its responsibilities for the governance of the LGT.
- Leading on, with the assistance of the secretary and lead staff where appropriate, the development and implementation of procedures for board induction, development, training, and appraisal.
- Implementing an effective communication strategy that includes the needs of staff, beneficiaries and other stakeholders.

**Main Duties**

- Liaising with the secretary to lead on the planning, setting and chairing of Director's meetings, Senior Management Team meetings and AGMs.
- Ensuring Director decisions are acted upon.
- Supporting and appraising the performance of the lead staff member and other appropriate members of the senior management team.
- Leading disciplinary and appointment committees, where appropriate and in line with the agreed procedures.
- Representing LGT and Hub at functions, meetings and in the press and broadcasting media, in line with agreed media strategy.
- Acting between full meetings of the board in authorising action to be taken e.g. banking transactions and legal documents in accordance with relevant mandates.
- Maintaining the Directors' commitment to board renewal and succession management, in line with the charity's governing document and/or current best practice.
- Ensuring that the performance of the board as a whole, and the Directors individually is reviewed on an annual basis.

## Appendix 6 – Lime Grove Hub Staff Job Descriptions

**Hub Manager**

**Administrator**

**Hub Assistant**

**Drama Worker**

**Café Manager**

**Café Staff**

**Marketing Assistant**

### **Hub Manager – JOB DESCRIPTION**

<b>POST</b>	<b>Hub Manager</b>
<b>HOURS</b>	<b>35 hours per week</b>
<b>SALARY</b>	<b>£30000</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Nominated LIME GROVE TRUST Director</b>

#### **ABOUT US:**

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- a youth facility with drop-in, office, counselling space and recording studio/rehearsal space (managed separately);
- a flexible use theatre space
- a cafe;
- A soft play area;
- Two general purpose rooms room for up to 16 people each;
- an office;
- Bunk house style accommodation

Its conception was led by the community; its physical development was overseen by the community and it will be delivered and managed by the community.

#### **ORGANISATIONAL RELATIONSHIPS**

##### **Responsible to:**

Lime Grove Trust Board, line managed through the designated LIME GROVE TRUST Director.

**Management Responsibility:**

All LIME GROVE TRUST Staff and volunteers

**DESCRIPTION OF ROLE****Purpose**

To be the lead officer responsible for the implementation of the strategic, developmental and operational plans developed by LIME GROVE TRUST for the Lime Grove Hub. To be responsible for strategy, operations, finance and staffing for the Lime Grove Hub.

**Objectives of the post****Deliverables**

1. To deliver the outputs and targets in the Lime Grove Hub Business Plan
2. To lead on the provision of a range of services, new projects and programming of the Lime Grove Hub
3. To ensure sales of hostel space, event space and room hire
4. To maintain positive customer relationships
5. To manage Lime Grove Hub café via designated café supervisor
6. To manage the Lime Grove Hub, being responsible for day to day management, income generation, marketing and ensuring the Lime Grove Hub is meeting the aims and objectives of the Trust and its stakeholders

**Community and Partnership**

- To maintain and further develop effective working relationships with public, private and third sector stakeholders and wider community networks. To advise, involve and engage them in LIME GROVE TRUST social and regeneration priorities
- To work with local people to identify and meet community needs and to ensure facilities, services, social enterprises and activities are responsive to those needs
- To create innovative ways of tackling local issues and maximising opportunities for resident involvement and promoting social inclusion and community cohesion
- To represent the Lime Grove Hub's interests in community and partnership forums.

**Financial**

- To assist the LIME GROVE TRUST Treasurer with the financial management of the Lime Grove Hub.
- To produce and monitor an annual business plan for the LIME GROVE TRUST Board
- To implement financial systems and controls to ensure that all activities operate efficiently, effectively and economically. To ensure that the financial activities of the Lime Grove Hub operate within charity, company and other statutory requirements
- To manage projects within allocated budgets and deliver a good quality, value for money service for residents and service users
- To liaise with funding bodies and build meaningful relationships and maximise external funding and investment streams. To comply with funders end of term reporting and other reporting procedures.

**Management & Staff**

- To manage staffing and volunteer workload allocation to ensure the safe and effective operation of activities. To ensure that LGT Board's policies, operational procedures, strategies and objectives are communicated to and implemented by all



team members

- To provide vision, leadership, communication and support to staff and volunteers. To provide supervision and appraisal on all aspects of their performance and development
- To manage the Lime Grove Hub, presenting a welcoming, high quality service for users and ensuring the efficient repair and maintenance of assets.

### **Marketing and Administration**

- To provide a marketing and communication strategy for the Lime Grove Hub. To maintain and develop the strong brand, producing newsletters, identifying publicity opportunities and maintaining the web site and social media profile
- To develop a marketing and communications strategy for the Lime Grove Hub
- To develop and maintain an effective database of information regarding the project programmes, finance and usage so that efficient monitoring systems can provide appropriate data for the Senior Management Team and other stakeholders
- To oversee events and celebrations which acknowledge the successes along the road to achieving the long-term outcomes for North Berwick
- To support the Lime Grove Hub Senior Management Team to develop skills and its capacity to manage the organisation. To administer the activities of the Lime Grove Hub and service SMT meetings by ensuring availability to board meetings of agendas, minutes and relevant reports
- Recruiting new user representatives to the SMT with a view to establishing a representative board for the Lime Grove Hub
- To maximise the use and availability of ICT facilities and contribute to the development of ICT where appropriate.

### **Policies and Procedures**

- To ensure that Lime Grove Hub facilities and projects are managed in compliance with all relevant legislation
- To ensure that the Health & Safety Policies and organisational arrangements and procedures are understood, implemented and monitored
- To develop, implement and undertake periodic reviews of all policies and procedures to ensure the good management of the organisation and its assets
- To manage, observe and promote equal opportunities, customer care and equality and diversity policies and procedures, including those for child protection and for vulnerable persons.

### **General**

- The post holder is required to participate in training and Continuing Professional Development.
- The post holder will be required to work outside of normal office hours.
- The above is not exhaustive, and the post holder will be expected to undertake any duties which may reasonably fall within the level of responsibility and the competence of the post as directed by the board.

## **Admin/Receptionist – JOB DESCRIPTION**

<b>POST</b>	<b>Admin/Receptionist</b>
<b>HOURS</b>	<b>21 hours per week</b>
<b>SALARY</b>	<b>£8.00 per hour</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Hub Manager</b>

### **ABOUT US:**

Lime Grove Trust is a community-owned and managed Scottish Charity helping the community deliver needed and wanted services to North Berwick and create a vibrant, dynamic, proud and close-knit community. The Trust is at the heart of community, economic, environmental and social activity, and has active partnerships with statutory and local agencies working across a wide range of issues concerning North Berwick.

By the 2020, The Trust will have completed the construction of The Lime Grove Hub, an 8000 square foot multi-purpose community facility based in the heart of North Berwick. It will consist of:

- a youth facility with drop-in, office, counselling space and recording studio/rehearsal space (managed separately);
- a flexible use theatre space
- a cafe;
- A soft play area;
- Two general purpose rooms room for up to 16 people each;
- an office;
- Bunk house style accommodation

Its conception was led by the community; its physical development was overseen by the community and it will be delivered and managed by the community.

### **Responsible to:**

The Hub Manager and Lime Grove Hub Senior Management Team.

### **Purpose**

To provide a reception and administration service to support the Hub Manager in managing and developing the Lime Grove Hub as a sustainable social enterprise providing high quality services to the community and other users.

### **Objectives**

#### **Reception**

- Provide a reception service for all users of the Lime Grove Hub.
- Maintain a bookings system for all facilities.
- Deal with all telephone and email enquiries.
- Provide information to all potential and current users.
- Maintain a customer and community focus at all times.

**Administration**

- Maintain a customer database of users and community groups.
- Produce regular newsletters, social media updates and e-bulletins regarding forthcoming events etc. and ensure their circulation in the local community and the wider East Lothian community.
- Support the Hub Manager in marketing the Lime Grove Hub.
- Liaise with customers and caterers over catering required for events, functions and conferences.
- Support other conference and event's organisers to ensure that they receive the services and facilities they require to make their event a success.
- Manage administrative supplies

## Hub Assistants – JOB DESCRIPTION

<b>POST</b>	<b>Hub Manager</b>
<b>HOURS</b>	<b>17.5 hours per week</b>
<b>SALARY</b>	<b>£8.00 per hour</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Hub Manager</b>

### ABOUT US:

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Its conception was led by the community; its physical development was overseen by the community and it will be delivered and managed by the community.

### Purpose of post

To support Lime Grove Trust in the efficient management of the Lime Grove Hub, North Berwick, for the benefit of all users.

### Responsible to:

The Hub Manager and through them to the Senior Management Team.

### Main Duties

#### Facilities Management

- Opening and closing of the Community Hub, including key holding, and ensuring the security of the building
- Delivering a clean, safe and welcoming environment at the Bunkhouse
- Cleaning
- Fire safety implementation

- Health & Safety implementation including assessing risks
- Ensuring the building's installations are working on a daily basis
- Undertake small maintenance jobs
- Dealing with external contractors on relevant issues
- General maintenance of grounds and external landscaping, including litter picking
- Electrical testing of all equipment
- Maintain maintenance logs
- Other routine maintenance duties as assigned.

#### Supporting Lime Grove Hub activity

- Ensure at all times that users have the furniture, equipment and other items that they require for their events or activities
- Maintain the secure storage unit for all items stored on behalf of community groups and ensure groups have access to their equipment as required
- Ensure that all user enquiries are handled promptly and properly
- Monitor and appropriately manage the behaviour of users to ensure that all users are safe and able to use the facilities
- Ensure that equalities and diversity issues are respected at all times.

## **ADMIN / FINANCE OFFICER – JOB DESCRIPTION**

<b>POST</b>	<b>Admin / Finance Officer</b>
<b>HOURS</b>	<b>21 hours per week</b>
<b>SALARY</b>	<b>£18000 pro rata</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Hub Manager</b>

### **ABOUT US:**

Lime Grove Trust is a community-owned and managed Scottish Charity helping the community deliver needed and wanted services to North Berwick and create a vibrant, dynamic, proud and close-knit community. The Trust is at the heart of community, economic, environmental and social activity, and has active partnerships with statutory and local agencies working across a wide range of issues concerning North Berwick.

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- a cafe;
- A soft play area;
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- an office;
- Bunk house style accommodation

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### **JOB PURPOSE:**

To work closely with the Centre Director providing administration of the Lime Grove Hub, financial administrative support, procedures and processes in addition to analytical support and analysis to ensure the continued success and growth.

### **KEY TASKS:**

#### **Monthly Management Accounts preparation**

1. Balance Sheet reconciliations
2. Preparation of quarterly expenditure reports
3. Variance analysis & reporting
4. Collation of relevant statistical data

- Assisting the Hub Manager and Treasurer in financial budgeting & forecasting.
- Manage purchase ledger, ensuring timely payment to all suppliers.
- Timely and accurate input of all purchase & payment information to our IT based accounts system.
- Coordinate purchase orders, process and raise invoices and payments via cheque, cash and online banking.
- Processing of all employee salary and expense claims.
- Posting of petty cash transactions.
- Handle credit control including chasing debtors, issuing statements and reporting any collection issues to the Hub Manager.
- Process all bookkeeping and accounting transactions using our IT based system.
- Complete weekly bank reconciliations.
- Complete VAT return and reconciliation quarterly.
- Investigate and negotiate best prices across a range of expenditure items such as mobile phones, accommodation, travel, office supplies etc.
- Support and continue to improve framework for documenting Asset Inventories and routinely carry out existence testing.
- Distribute, collate and prepare monthly employee hours report to send to payroll provider.
- Prepare and post monthly payroll journal.
- Manage pension auto enrolment processes (from October 2017)
- Aid the Hub Manager in the continued development and improvement of financial processes, controls and reporting
- Support for Fundraising Applications & end of Funding Financial Reporting.
- Resolution of finance related queries
- Attend finance meetings and keep minutes
- Assist in the production and preparation of spreadsheets and reports as required
- Aid in the preparation of Annual Accounts and assist with any audit queries that may arise.

#### **Office Administration Duties**

1. Answer routine enquiries in person, by phone and email or redirect them to other team members where appropriate.
2. Process our general incoming mail, prepare and forward outgoing mail
3. Monitor, review and maintain general office equipment and maintenance contracts
4. Liaising with contacts, suppliers and staff.
5. Organise and maintain sickness and holiday leave.

#### **Other Duties**

1. Engage in all aspects of safe and efficient working practices in line with Health and Safety at Work legislation and the company's health and safety policy
2. Take minutes at board meetings and monthly team meetings.
3. Carry out any other duties that may be requested by the Hub Manager.

#### **PERSON SPECIFICATION**

##### **Admin / Finance Officer**

#### **Knowledge AND QUALIFICATIONS**

##### **ESSENTIAL**

- Part Qualified (AAT, ACCA, CIMA) or qualified by experience.

## DESIRABLE

- Proven commitment to personal and professional development.

## Experience

### ESSENTIAL

- Experience of working at a Finance Officer Level
- Experience of working with Accounting Software
- Experience of using Microsoft Word and Excel at an advanced level
- Experience of writing reports
- Experience of working within a challenging and high-pressure environment
- Experience of implementing and adhering to financial controls and procedures

### DESIRABLE

- Experience of using accounting software
- Ability to extract and manipulate data within Excel
- Experience in preparation of management accounts, year-end accounts, audit processes and procedures
- Experience and knowledge of managing restricted and unrestricted funds
- Experience of designing financial reports and variance/ exception analysis
- Experience of working within finance in the Third Sector

## SKILLS & ABILITIES

### ESSENTIAL

- Ability to plan, organize and manage own workload.
- Methodical with high attention to detail and analytical ability.
- High-level understanding of accounting processes and procedures.
- Good interpersonal skills with both clear written and verbal skills.
- Initiative to be able to develop and improve systems & procedures.
- Knowledge of data protection issues with a clear understanding of confidentiality with written and computerized materials and processes.
- General knowledge of policies, systems and financial structures of a charity or company.

### PERSONAL QUALITIES

- Self-motivated and enthusiastic
  - Highly personable and a good communicator
  - Belief in opportunities for all, and high expectations for all.
  - Passion and commitment to inclusive practice.
  - Strength of character and a sense of humour.
  - A belief in and determination for others to succeed.
  - Enthusiasm and willingness to be flexible in achieving targets and outcomes.
-



## **Drama Worker – JOB DESCRIPTION**

<b>POST</b>	<b>Drama Worker</b>
<b>HOURS</b>	<b>17.5 hours per week</b>
<b>SALARY</b>	<b>£20000 pro rata</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Hub Manager</b>

### **ABOUT US:**

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### **JOB PURPOSE:**

To facilitate the development of an exciting and vibrant programme of drama activities at the Lime Grove Hub, North Berwick. This includes:

- Development of the “Show-in-week” programme of events
- Children’s drama programmes
- Adult drama programmes
- Community development activities

The philosophy should be one of developing programmes which become self-financing once developed. The staff member’s approach should reflect best practice in community arts development.

### **Job Contents**

- **“Show-in-a-Week”** planning, preparation, recruitment, marketing and organisation
- **Adult Activity programme:** assisting the development of adult drama programmes which reflect the needs and interests of the local community.
- **Children’s Work:** facilitating the development of children’s drama activities and groups.
- **Community Arts Development:** establishing groups and activities relevant to local people.

### **Person Specification**

The successful applicant will have sound knowledge of theatre, particularly in working with young people. They will have experience of children’s community drama work and of running community events. The post holder will be able to promote the Lime Grove Hub locally to encourage community-led drama activity to take place. They will be self-motivated, enthusiastic and willing to work with people at all levels to promote a community-led approach

## Café Manager – JOB DESCRIPTION

<b>POST</b>	<b>Café Manager x 2</b>
<b>HOURS</b>	<b>28 hours per week</b>
<b>SALARY</b>	<b>£20000</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Hub Manager</b>

### **ABOUT US:**

Lime Grove Trust is a community-owned and managed Scottish Charity helping the community deliver needed and wanted services to North Berwick and create a vibrant, dynamic, proud and close-knit community. The Trust is at the heart of community, economic, environmental and social activity, and has active partnerships with statutory and local agencies working across a wide range of issues concerning North Berwick.

By the 2020, The Trust will have completed the construction of The Lime Grove Hub, an 8000 square foot multi-purpose community facility based in the heart of North Berwick. It will consist of:

- a youth facility with drop-in, office, counselling space and recording studio/rehearsal space (managed separately);
- a flexible use theatre space
- a cafe;
- A soft play area;
- Two general purpose rooms room for up to 16 people each;
- an office;
- Bunk house style accommodation

Its conception was led by the community; its physical development was overseen by the community and it will be delivered and managed by the community.

### **Responsible to:**

Lime Grove Hub Manager

### **Management Responsibility:**

Café staff and trainees.

### **DESCRIPTION OF ROLE**

#### **Catering for visitors:**

- Planning menus for Hub visitors
- Calculating required food quantities and placing food orders with suppliers (keeping within the allocated catering budget).
- Managing food storage arrangements and stock levels complying with safety requirements and minimising wastage.
- Overseeing and cooking meals for visitors to a high standard. Overseeing others in the preparation of food.
- Supervising and delivery of meal service.
- Managing the planning and delivery of catering for special events

### Managing the Catering Team:

- Participating in the recruitment of new staff in line with operational needs and budget constraints.
- Developing the pool of catering staff.
- Managing staff in the catering team.
- Preparation of staff rotas.
- Preparing and delivering relevant training plans for staff including overseeing of any external training.

### Wider tasks:

- Ensuring ticketing for soft play
- Ensuring till procedures are followed for both Café and Soft Play
- Managing kitchen turnarounds and cleaning.
- Undertaking or supervising of kitchen setup and shutdown procedures.
- Monitoring and restocking of kitchen items as required.
- Ensuring kitchen equipment is appropriately maintained and serviced.
- Implementing rolling programme of kitchen deep cleans.
- Ensuring high standards of food hygiene are maintained.
- Ensuring high standards of health and safety are maintained, including a specific focus on safe manual handling.
- Overseeing implementation of HACCP procedures.
- Liaising effectively with external stakeholders (including environmental health).
- Managing costs in line with the catering budget and ensuring good value for money.

### Support the running of the Hub

- Ensuring the highest standards of service, through compliance with statutory requirements and company policies across all areas of responsibility.

CRITERIA	ESSENTIAL	DESIRABLE
<b>Knowledge &amp; Experience</b>		
At least 3 years experience of catering for large numbers	Y	
Experience working in a commercial kitchen.	Y	
Experience of managing kitchen environments (cleaning, balancing, maintenance of equipment etc.)	Y	
Previous roles will include people management responsibilities (e.g. recruitment, staff management, performance management, leading a team).	Y	
Experience of working with trainees and developing them.		Y
Previous roles will have involved work on own initiative and managing multiple delivery streams.	Y	
Computer literate with a good understanding of Windows, MS Office including Excel.		Y
Good numeracy and literacy skills.	Y	
Good knowledge of food hygiene requirements and catering-related health and safety best practice.	Y	

<b>Education</b>		
A good standard of basic education.	Y	
Qualification in catering (e.g. at diploma or degree level).		Y
Food Hygiene Certificate.	Y	
Other relevant qualifications e.g. 1 <sup>st</sup> Aid, SVQs etc.		Y
<b>Aptitude</b>		
A talented cook with an ability to cook for large groups.	Y	
Able to manage multiple staff and volunteers in multiple kitchen environments.	Y	
Capacity to multi-task across many simultaneous work streams.	Y	
Able to work with a wide range of individuals in a professional manner. Good team player.	Y	
People management skills (recruitment, setting targets, managing and improving performance etc.).	Y	
Conscientious, resourceful and reliable.	Y	

## **Marketing Assistant – JOB DESCRIPTION**

<b>POST</b>	<b>Marketing Assistant</b>
<b>HOURS</b>	<b>10.5 hours per week</b>
<b>SALARY</b>	<b>£8.00 per hour</b>
<b>PROBATIONARY PERIOD</b>	<b>3 months</b>
<b>REPORTS TO:</b>	<b>Nominated LIME GROVE TRUST Director</b>

### **ABOUT US:**

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### **Responsible to:**

Lime Grove Hub Manager

### **Management Responsibility:**

None.

## **DESCRIPTION OF ROLE**

### **EXTERNAL OUTCOMES**

A dynamic digital presence

- Continue the development of a coherent digital strategy and monitor digital communications, ensuring that Lime Grove Hub's ethos and values are communicated appropriately
- Manage the Hub's website through:
  - editorial oversight and authoring content
  - training/supporting others in maintaining the site
- working with web developers to enhance functionality of the site tracking, interpreting and reporting on analytics
- Manage, monitor and develop the Hub's presence on relevant social media platforms and provide support and training for staff using social media in their

roles

- Research and implement new digital trends
- Manage the production of an e-newsletter to supporters

#### Engaging printed materials

- Work with colleagues to produce publicity/promotional materials, ensuring quality, consistency and compliance with branding guidelines across the organisation
- Advise colleagues on liaison with design / print suppliers and help ensure a high degree of consistency and feel across publications
- Ensure the Hub's tone of voice, ethos and values are reflected appropriately in printed materials

#### Inspiring exhibitions, displays and events

- Take a prominent role in the planning, communication & marketing of Hub events for supporters, volunteers, young people and the public
- Effective marketing leading to increased levels of activity and income
- Provide marketing support for external organisations whose events the Hub are hosting
- Work with the hub Manager to ensure print and digital communications to volunteers/supporters are of a high standard and provide support in the marketing of volunteer opportunities

#### Effective communication with youth and young adults:

- Develop a youth communications strategy which reflects the different areas Hub activity and supports current strategy.
- Enable staff to use digital platforms well in communicating opportunities to young adults and teenagers

#### Increased profile for the Hub in the media

Be alert to opportunities to promote the work of the organisation in the media

#### Personal Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	A good standard of education	Professional Membership of CIM, CIPR or similar
<b>Work Experience</b>	Relevant work experience in a communications or marketing role	Event management experience
	Good working knowledge of Microsoft Word, Excel, PowerPoint, design and contact management/database software	Overseeing development of digital / web projects
	Experience planning and delivering integrated campaigns. Proven track record of producing effective communication materials such as press releases, web and editorial copy	Knowledge of data protection and privacy best practice.
	Experience of web editing and working with Content Management Systems	

	Experience of developing and delivering social marketing approaches to influence behaviour change.	
	Experience of using social media in a professional context	
<b>Special skills and aptitudes</b>	Excellent communication skills. Strong verbal, writing, editing and proof-reading skills. Writing for a variety of audiences, internal and external stakeholders. Good attention to detail	Aptitude for working with images and visual content.
	Flexible and willing to learn new skills	Using technologies to assist with evaluation and reporting, such as google analytics.
	Good organisational and planning skills	Skills for production of short video films
	Taking a creative and proactive approach to developing content for web, social media and other channels.	
	Strong understanding of social media channels and ability to devise and manage campaigns, and report on activity	
<b>Personal Qualities</b>	Resourceful and able to work independently using initiative	
	Excellent interpersonal skills.	
	Be an enthusiastic and effective team member	
	Ability to develop effective working relationships with colleagues and stakeholders at all levels.	
	Good time management and thrives in a busy environment	



## Appendix 7 Lime Grove Site Appraisal

Prepared for LGATG in association with SKS Scotland CIC, 26 February 2018.

### Introduction

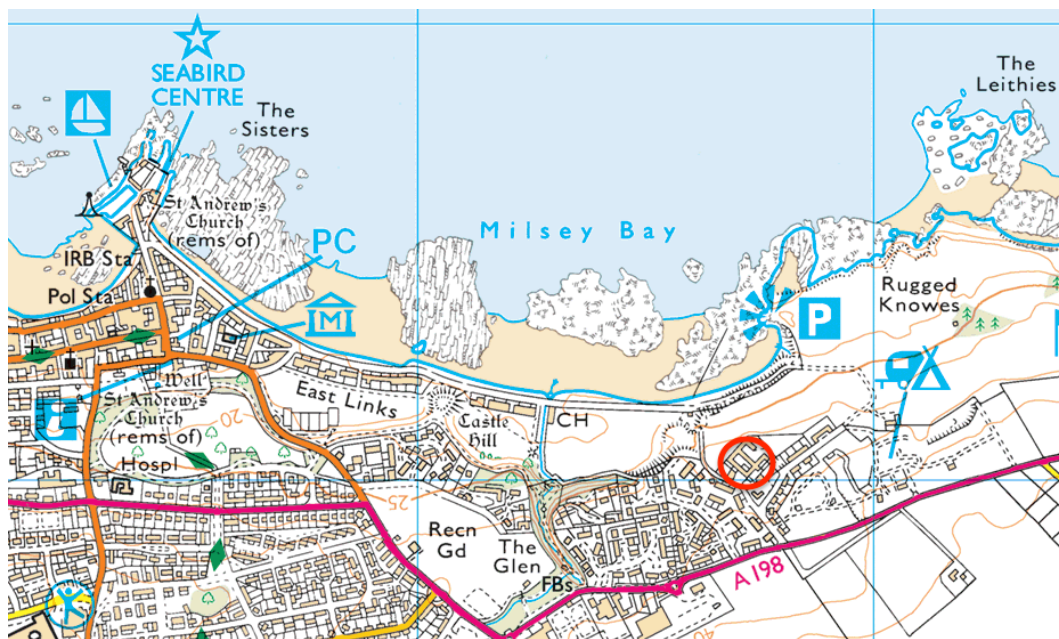
John Gilbert Architects have been commissioned by SKS Scotland to assist with the site development and business planning at Lime Grove, North Berwick, for North Berwick Coastal Partnership.

The appraisal below is intended to assist in building the brief for the development, assist in providing a workable business case for the development and illustrate the capacity of the site. We strongly recommend that you engage the services of a design team, led by an experienced architect, to undertake a full feasibility study for the site. See our publication 'Your Buildings, Your Future' for more information - <http://www.johngilbert.co.uk/?p=620>

### Site Visit

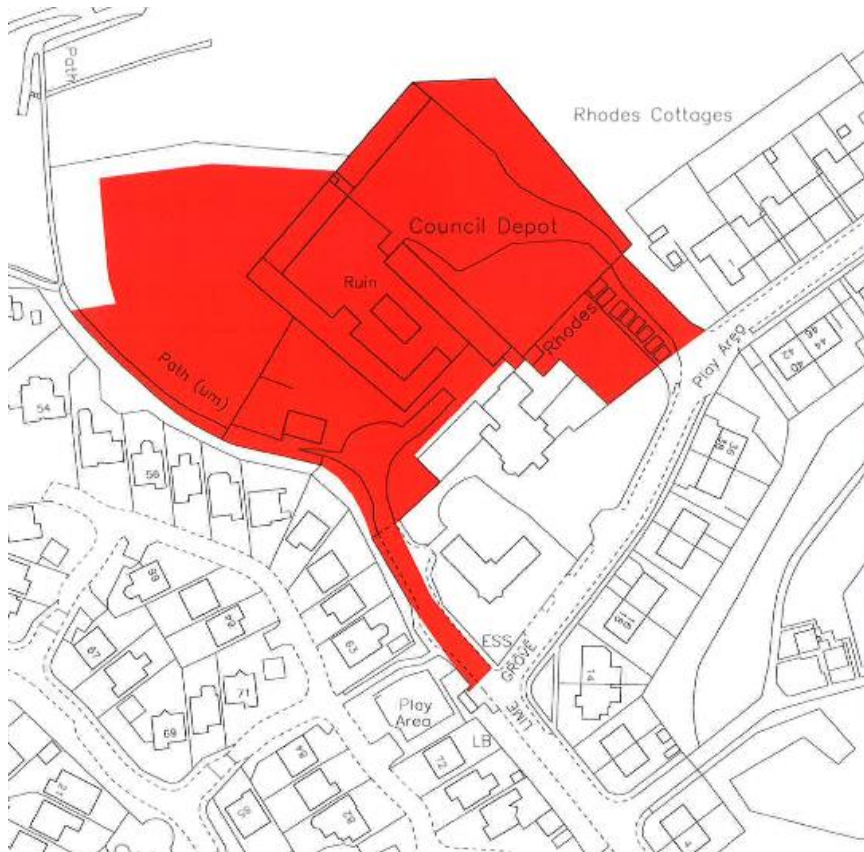
Matt Bridgestock visited Lime Grove on 2nd February 2018. He met Neville Brown (Estates) and Stuart MacPherson (Biodiversity officer) of East Lothian Council on site. He inspected the accessible parts of the site and the exterior of the buildings.

### Site description & site boundary



The site lies approximately 1.5km from the centre of North Berwick by foot and approximately 2km by road.

The site is very prominent from the beach and sea bird centre area, cognisance of this should be taken through the design work. The views to the beach, sea and island to the north is expansive and exceptional.



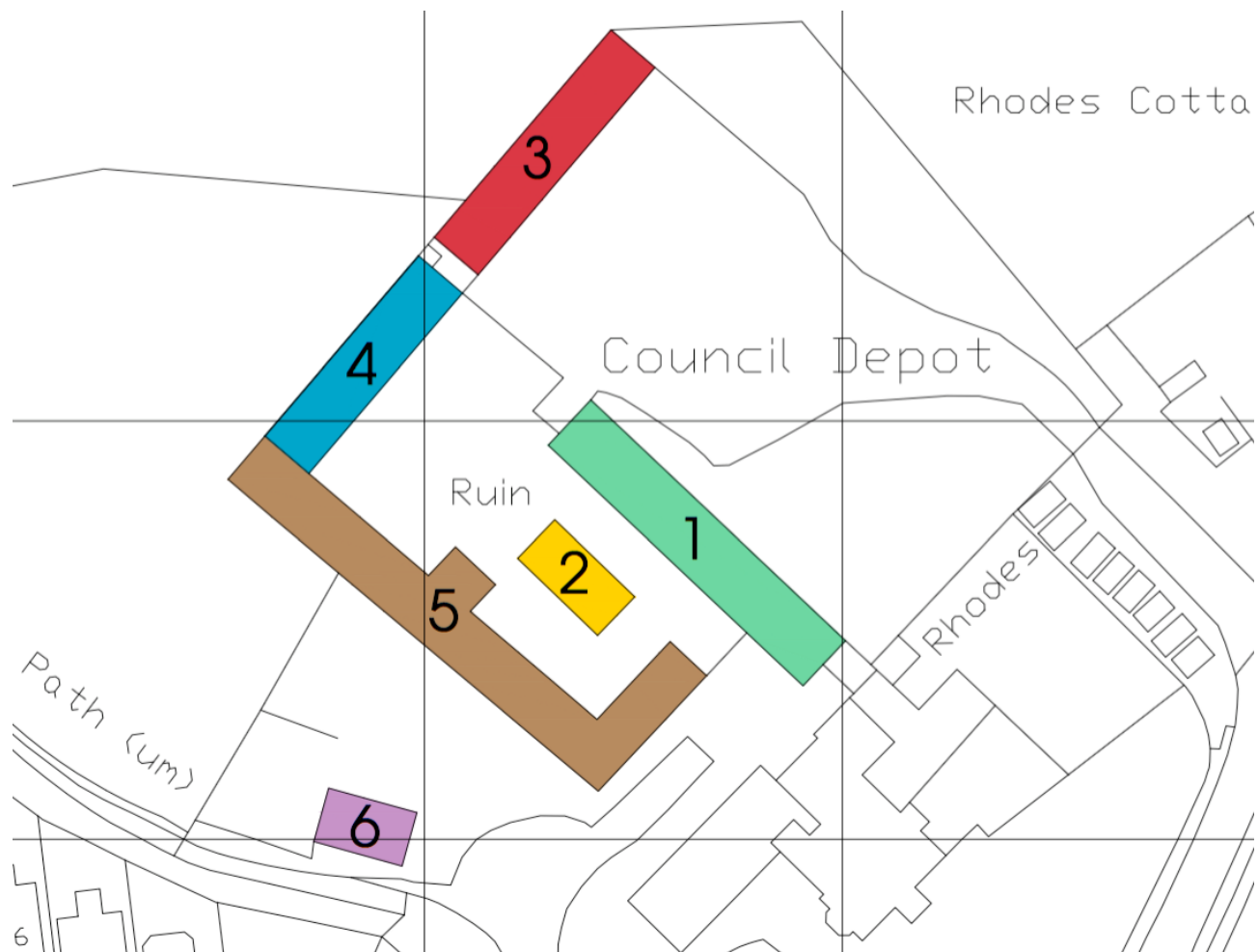
The site slopes gently to the North, forming the top edge to the 30m drop to the beach. To the east, south and west is residential areas. To the South there is a caravan / campsite (accessed via A198). To the North is a golf course and thereafter access to the beach.

The site is approximately 1.32 hectares (3.2 acres) in area.

On the western boundary runs a footpath. This is marked on East Lothian's path network but is not designated a Core Path. It marked on the OS map as a right of way but may meet the criteria for being a right of way. This path descends via steps to the beach and is signed as such.

#### **Assessment of buildings on site**

Matt Bridgestock inspected the buildings on the site, considering architectural merit, townscape importance and general condition.



1 - potentially in the best condition of the group, but with little architectural merit. Would require substantial work to roof, stone and openings to make wind and watertight. Potentially asbestos sheet roof. This building is in the centre of the site and constrains access to the main area available for development. The shape and footprint of the building are unlikely to be conducive to the uses considered through this study.







2 - very poor condition and signs of roof collapse

3 - has the most architectural merit of all of the buildings, the stone work in the arches is reasonable. Its condition is poor with signs of extensive rot and tree root penetration in the rear wall. Would require to be stripped back to the stone walls before renovation could be considered. The shape and footprint of the building are unlikely to be conducive to the uses considered through this study.



4 - poor condition general. Low quality steel and concrete construction has little intrinsic architectural merit.

5 - poor condition. The shape and footprint of the building are unlikely to be conducive to the uses considered through this study.



6 - exceptionally poor condition with extensive rot visible in the roof structure. Well-proportioned but otherwise little architectural merit.



Given the level of disrepair, layout and uses discussed as part of this options appraisal, we suggest that there is little merit in retaining any of the buildings on the site.

The stone used in many of the buildings is an asset and should be retained on site, processed by a stone mason and used for landscaping and boundary treatment.

#### **Access**

Road access is from Tantallon Road, A198 via Lime Grove, there are two key access points, via the end of Lime Grove and a short driveway names Rhodes Cottages.

A regular daytime bus service runs along Tantallon Road to North Berwick. The train station is approximately 2.3km away by foot (via beach road).

#### **Services**

The area has gas, electric, water and mains sewerage connections. We have not investigated capacity or availability of infrastructure. Note that there is a substantial Scottish Water infrastructure adjacent to the beach, close to the site.

SEPA flood maps shows no flood risk on the site although the presence of surface water issues nearby means a Sustainable Urban Drainage Scheme (SUDS) should be incorporated.

We recommend that as part of the feasibility study service information is obtained and a PDE is requested from Scottish Water.

#### **Workshop**

On 8th February 2018 Matt Bridgestock held a workshop with around 40 members of NBCAP and the public. The basis of this workshop was to work through the emerging options from the business plan and discuss the implications for development on the site.

We discussed theatre space, tourist accommodation, cafes space, youth and children's play space, various tenures and types of housing, landscaping and parking. The outcome of the meeting was for the following mix:

- 100 sq.m soft play

- 40 seater café/bistro

- c.150 sq.m youth facility: could include office, counselling room, recording studio/rehearsal space, drop-in zone/activity space



Offices/mtg rooms

Bunkhouse/Hostel c. 32 person capacity

Flexible room to be used as theatre/events/function room with approximately 150 seats.

Associated ancillary facilities and parking

Landscaped area including an outdoor amphitheatre, natural landscape and play space.

### Planning Policy

The current local development plan was adopted in 2008. The Council is currently preparing a new Local Development Plan (LDP) for the East Lothian area. We refer to the emerging Local Development Plan (which would have significant weight), the site is currently allocated RCA1

### Residential Character & Amenity

3.18 The LDP seeks to grow East Lothian's economy and communities but also protect and, where possible, enhance their residential character and amenity. Uses such as shops, offices and certain businesses uses can be suitable in residential areas where the predominantly residential use and character and amenity of the area is maintained. However, development that could cause unacceptable levels of noise, smells, traffic movement or other adverse environmental impacts will not be permitted. For the avoidance of doubt, the inclusion of a site or building within an RCA1 policy area does not imply that a proposed new residential development will be acceptable. While the principle of residential use is likely to be compatible with the terms of this policy, any such proposals must first be assessed against other policies.

#### Policy RCA1: Residential Character and Amenity

The predominantly residential character and amenity of existing or proposed housing areas will be safeguarded from the adverse impacts of uses other than housing. Development incompatible with the residential character and amenity of an area will not be permitted. Proposals for new development will be assessed against appropriate local plan policies. In the case of infill, backland and garden ground development, this will include assessment against Policy DP7.

This means that the proposals must be carefully designed not to impact on the residential character of the area.

### Ecological issues

The site comprises rough grassland, rubble and brash, buildings and some mature trees. It has been highlighted that the pond of a neighbouring property supports a small population of great crested newts. The grassland and rubble on the site is likely to be used by great crested newts for shelter and foraging. The abandoned farm buildings offer significant roosting potential for bat species which are also a European Protected species. The buildings may also provide opportunities for nesting of barn owls which are Schedule 1 protected bird species under the Wildlife and Countryside Act. The grassland on site may also provide habitat for foraging badger and potential opportunities for sett creation.

Appropriate surveys and specialist advice is required at the next stage to investigate and mitigate these ecological issues. Liaison with Biodiversity officer, Stuart MacPherson at East Lothian Council will be critical to these issues.

## **Heritage Aspects**

The site is out with any conservation areas and there are no listed buildings within the site boundary. Rhodes Farmhouse to the south of the site is B listed.

## **Parking Standards**

East Lothian Council have the following pertinent parking standards. Note that Government policy is related to limiting maximum parking numbers rather than minimum standards.

Cinema / theatre facilities - 1 space per 4 seats

Community centres - 1 space per 20m<sup>2</sup> floor space

A minimum of 3 disabled car parking spaces should be provided close to the entrance.

Cycle parking should be provided at the following rates:

Cinema / theatre facilities - 1 space per 20 seats

## **Site Capacity**

The following page illustrates the following proposals:

100 sq.m soft play

40-seater café/bistro

c.150 sq.m youth facility: including office, counselling room, recording studio/rehearsal space, drop-in zone/activity space

1x 40m<sup>2</sup> meeting room

Hostel with capacity for 32 people

Flexible room to be used as theatre/events/function room with approximately 150 seats.

Associated ancillary facilities and parking

Landscaped area including an outdoor amphitheatre, natural landscape and play space

100 car parking space (to meet car parking standards above).

## **Budget costs**

Budget costs are based on site capacity drawing and on current average industry values. No allowance has been made for abnormal ground conditions or other issues not mentioned in this report. These are budget costs suitable for assessing the brief and magnitude of funding required. A detailed cost plan should be commissioned based on an emerging design, to fully calculate likely costs. VAT is excluded from these calculations.

## **Summary**

In summary, the site is capable of accommodating a new community facility, including theatre, youth facility, soft play, hostel and cafe. The design should have a strong landscape emphasis and be considerate to the neighbours.

The budget for this work would be in the region of £3.75m pounds including contingencies.