



# Strategic Plan 2018-2021

Baldernock Community Development Trust

August 2018

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## About this plan

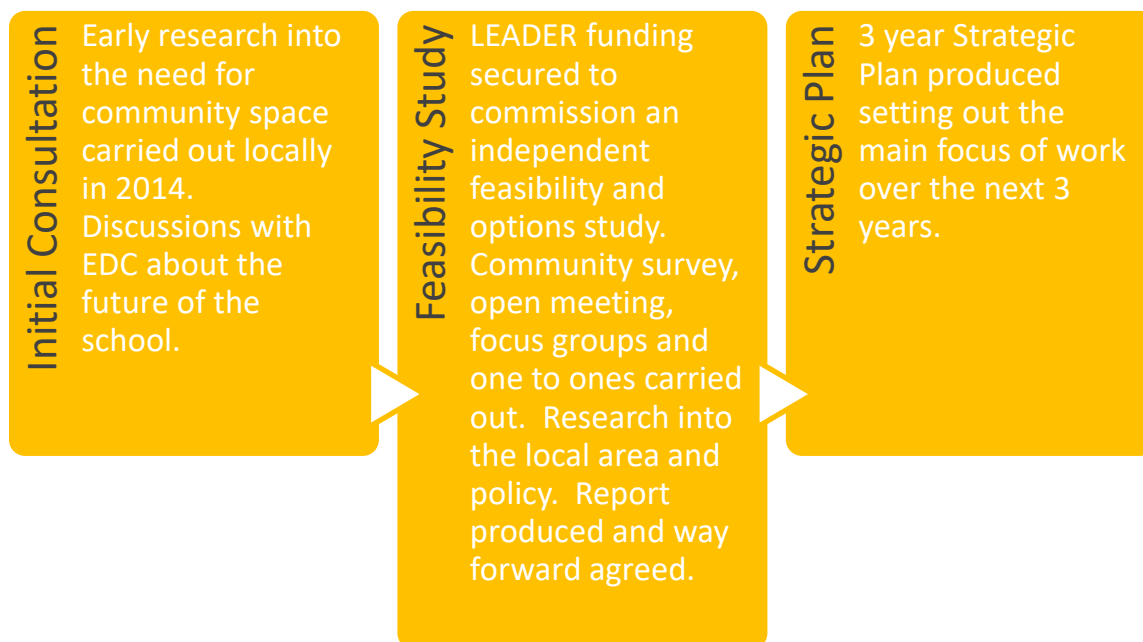
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### Background

This strategic plan sets out Baldernock Community Development Trust's vision and objectives for the next 3 years. Historically, much of our work has been relatively small scale and responsive rather than strategic and longer term. This document represents a step change in approach, setting out our plans for the future in alignment with the needs of people in our community and the changes in community empowerment at a policy level. New and expanding opportunities are opening up for us to influence and guide the development of our local area and we intend to be well positioned to make a positive impact.

### Methodology

This plan has been developed through wide consultation and collaboration with local residents and strategic stakeholders. Current policy and strategy has also been carefully reviewed to ensure we are not working in isolation, but in a connected and integrated way. We commissioned a full and independent feasibility study which was completed earlier this year and underpins much of this plan<sup>1</sup>.



## About Us

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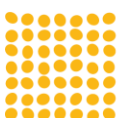
Baldernock Community Development Trust (BCDT) is an organisation owned and controlled by the people of Baldernock. It is membership led with a voluntary Board of Directors, elected from within our local community. Set up in August 2013, BCDT is a company limited by guarantee with charitable status (SCO 44191). Our main aims are:

- To support, develop, promote and protect our community
- To fundraise to sustain these activities
- To work with the whole community to develop and enhance the facilities available to us

Our approach has been entirely volunteer led and responsive to local needs as they arise. Our main activities have included communication and information sharing across the community, campaigns and

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<sup>1</sup> A copy of the feasibility And options appraisal is available on the BCDT website: [baldernockcdt@gmail.com](mailto:baldernockcdt@gmail.com)



advocacy work and some small events. Turnover has therefore been minimal. Going forwards, this plan aligns with our core purpose but represents an upturn in scale.

There are currently 8 Board members<sup>2</sup> and around 200 Trust members. Membership costs £1 and is open to anyone living within Baldernock parish and those sharing the aims of BCDT.

## Project Vision

**As a community, we want to be happy, healthy, well connected and well resourced. We want local residents to feel confident in our future and be able to work together to keep Baldernock special. To do this, we recognise a need to protect what we already have and enhance and create opportunities for local people to come together and increase community spirit.**

Our key drivers for this project were to:

- Safeguard the long term sustainability of the school and attached nursery by supporting the creation of additional space for the staff and children
- Create a more sustainable and vibrant local community by attracting a more diverse population
- Create more opportunities for local people to come together by providing good quality space for local residents for a range of community led and social activity

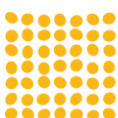
Initially, our plan was therefore to create a new and much needed local facility which could be used by the primary school and with careful timetabling, also be available to local residents for community based and social activity. Baldernock Primary School is seen by many as being the heart of our community and its life blood: recent discussions over possible closure was a call to action. Our school struggles for space particularly as one of its classrooms, a Portakabin, has been earmarked for demolition and is not to be replaced. At the same time, our only community space, Baldernock Church Hall, is in a poor state, preventing a number of activities from taking place. A bespoke new facility, based at the primary school, was considered a good way to address both needs at the same time.

Feasibility work and community consultation were carried out in 2018 to test out these ideas. In summary, it found that a dual purpose facility was not a viable proposition. This was chiefly due to probable planning objections, restrictive timetabling, lack of access and unlikely financial sustainability. However, an alternative solution was identified which would equally help us achieve our overarching vision. Our agreed way forward is a dual development initiative:

**1. To support Baldernock Childcare to develop plans to build a bespoke nursery facility at the Primary School thereby freeing up space at the school, strengthening the school's offering and supporting children and families in the area**

**2. To support Baldernock Church to develop plans to improve and enhance the Church Hall thereby creating a better, more attractive and useable space for local people of all ages and interests to come together**

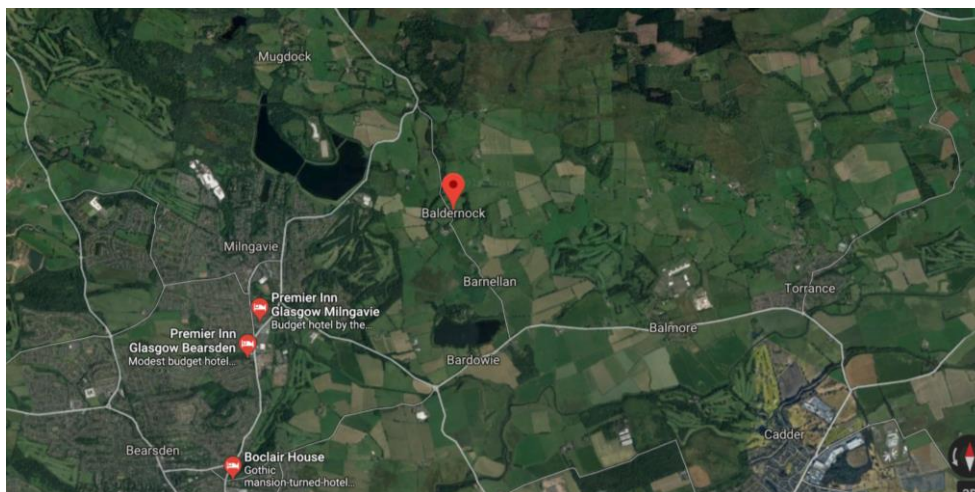
<sup>2</sup> For details of current Board members: <http://baldernock.herokuapp.com/groups/baldernock/sections/53>



## Why this work is needed

### Our Community

We live in a remarkable parish in a beautiful rural setting in East Dunbartonshire, a mere 10 miles north of Glasgow, located between Milngavie to the west and Torrance to the east. The parish is approximately 12 square miles (31 km<sup>2</sup>) and is centred on Baldernock Parish Church but also encompasses the village of Balmore and the hamlets of Bardowie and Barnellan.



There are around 945 local residents. Around 24% of our population is over 65, (proportionally, much higher than the national average) with fewer children and young people.<sup>3</sup>

The parish is traditionally self-reliant with a lively history and deep local pride but there is a sense that Baldernock is being increasingly

*“We are a community struggling to hold on to our community spirit”*

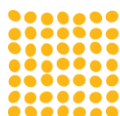
squeezed between the larger population areas to the east and west, with services moving out of the parish into the surrounding areas. There is a concern Baldernock will disappear in time – a feeling that has been exacerbated by the recent threatened closure of the historic local primary school and the lack of good community facilities locally.

### Our Strengths

As a community, we benefit from a number of local assets which could be harnessed to improve the area:

- **Local pride:** Baldernock is an area of outstanding natural beauty and rich heritage which drives local pride and a desire to protect these characteristics.
- **Visitor interest:** Baldernock attracts a number of visitors to the area (ramblers, cyclists and history enthusiasts) which could be capitalised on with better marketing.
- **Location:** Whilst enjoying quality green space, we also benefit from the close proximity to towns and the city where services and amenities are available.
- **Highly rated:** In the community survey, of 129 responses on behalf of households, 88% rated Baldernock as a good or excellent place to live, rating green space, friendly people and a good central location as key assets.
- **Resilient population:** Baldernock is an area of relative affluence with low unemployment, positive health outcomes, high educational attainment, good housing and relatively high incomes. The population is generally healthy, hardy, active and self-sufficient.
- **Engaged community:** Community spirit is relatively high with good levels of community engagement in issues which matter and a diverse range of interest groups.

<sup>3</sup> Further demographic information is available in the feasibility study



- **Active population:** There are good facilities for sports through the local golf, tennis and sailing clubs and sports facilities in nearby Milngavie and Torrance.

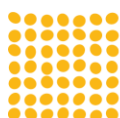
## Our Challenges

Community research also identified a range of issues and barriers in Baldernock:

- **Disparate Community:** As a parish rather than village, local residents are geographically scattered with no obvious community focal point (shop, pub, post office). Community interaction day to day is limited.
- **Lack of Community Cohesion & Decline in Community Spirit:** There has been an increase in commuters moving to the area who do not typically participate in community life. Finding volunteers for community activity is becoming increasingly difficult. Some groups are finding participation rates dropping or folding through poor take up.
- **Loss of Services:** The growth of Torrance and Milngavie to the East and West and the proximity of other towns and Glasgow itself has hollowed out Baldernock with services and amenities moving out. Increasingly, people are travelling out of the community for work and leisure. Local residents need to be resilient and provide services for themselves.
- **Poor Local Facilities:** Space for community gatherings and activities is limited to the Church Hall which is in poor condition and limits what the community can do. Having a (better) community hub was the second biggest improvement residents felt the area could benefit from, after better roads.
- **Lack of Inclusion:** People tend to meet in each other's houses for activities (coffee mornings, book group and so on) and whilst this seems positive on the face of it, can feel exclusive and 'cliquey' and can put new people off participating.
- **Hidden Needs:** The area is viewed as affluent and does not therefore attract community investment and development readily. Needs are not immediately obvious.
- **Isolation:** In line with wider East Dunbartonshire, the parish has an aging population with a higher percentage of over 65s (23.6% locally compared to the Scottish average of 18.5%) who are at increased risk of social isolation and growing health needs. Lack of suitable housing, transport and social opportunities for older people is leading to a greater need for community support. At the other end of the age scale, there is also evidence that children and young people are also isolated. A focus group with a group of primary aged children found that there was a high degree of isolation in this age group, with very few after school activities and limited opportunities to socialise with friends.
- **Vulnerable Groups not well served:** Rates of unpaid care are higher than average. 12.7% of people provide unpaid care, significantly higher than the Scottish average of 9.3%. 2.7% of people provide unpaid care of more than 50 hours per week (Scottish average = 2.5%).
- **Attracting Families:** There is a need to attract families and young people to the area to ensure Baldernock is sustainable and vibrant long term. The threat to the school undermines confidence in Baldernock's future and could dissuade families from moving into the area.
- **Poor transport infrastructure:** Transport and roads are an issue: the roads are heavily used to the south of the parish and speeding is commonplace. Lanes in the quieter areas are mostly single track and can be unpassable in bad weather. There are only 1 or 2 bus services locally. This leads to an increased sense of isolation and difficulties in developing new amenities.
- **Planning restrictions:** Most of the area is designated green belt: planning restrictions are difficult to overcome. This significantly limits development opportunities for community spaces.

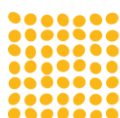
## The Need for new facilities

Research has identified that this is a community living with rural disadvantages. With no centre and the draw of facilities in Milngavie, there is a threat to the nature of this as a community and the danger that it just becomes an attractive area for commuters. The area needs a catalyst to bring people together to ensure this is a vibrant place to live for many years to come. The feasibility study identified 2 key



initiatives that would strengthen Baldernock for the future. The following is a summary of the need for these analysed through local research.

A new and expanded childcare facility	An improved community facility
<p>Evidence of need</p> <ul style="list-style-type: none"> <li>• Nursery numbers are growing and at times at full capacity with families being turned away</li> <li>• There is a strong demand for a Breakfast and Afterschool Club which cannot be readily accommodated at the moment. In the community survey, 20 families indicated an interest in these</li> <li>• The current nursery does not fully meet Care Inspectorate standards and is at risk of failing future inspections</li> <li>• The building is not accessible for children and adults with physical disabilities</li> <li>• Reduction in the school teaching space is likely to impact on the nursery with increased pressure on available space</li> <li>• There are limited opportunities to develop more outdoor learning: the nursery is on a first floor and not easily connected to the outside</li> <li>• Local children report that there are too few opportunities to link with peers outside of school and nowhere to meet, play and do activities together</li> </ul> <p><i>"The school is central to a real community - facility would benefit and encourage young families and community"</i></p> <p><i>"As long as the school stays and grows, we'll need the other wrap around services to stay and grow too. We'll need more hours and more space."</i></p> <p><i>"The play group has been a life line. Everything feels like a drive away but through play group and nursery, our kids have a great little group of friends here... The school is really special. There's a really good</i></p>	<p>Evidence of Need</p> <ul style="list-style-type: none"> <li>• Community facilities are limited to the Church Hall or the school. The school is only available during term time, weekday evenings and is expensive and difficult for groups to hire. The Church Hall is in a poor condition: run down, cold, inaccessible with steep steps and no downstairs toilets and cramped kitchen facilities</li> <li>• In the community survey, 8% thought community facilities were 'awful', 35% 'unsatisfactory' and 40% 'ok'</li> <li>• Social and community activity has dwindled over the years due to lack of good, comfortable space. As an example, Yoga cannot continue through the winter months because the Hall is too cold</li> <li>• More vulnerable members of the community (older people, people with disabilities) are excluded from participating in social events and activities because of the condition of the Hall and lack of suitable activities locally</li> <li>• 65% of survey responses were in favour of redeveloping the Hall</li> <li>• Through the open meetings, focus groups and survey, local residents identified a range of benefits better facilities would bring to Baldernock including giving young people positive activities, helping the community work better together, helping bring the community together, making people less isolated, giving the area a better social, economic and environmental future and helping people get more active</li> </ul> <p><i>"A community hub is exactly what our beautiful location is missing and needs. I genuinely feel it would be of great use to all and would encourage [people] to create and sustain strong links within the area"</i></p> <p><i>"We could be doing so much more as a community than we do, but we need somewhere to do it"</i></p>



<i>atmosphere and our kids love it. We need to protect it."</i>	<i>"A community hub would be a massive and very important part of ensuring our community stays strong and continues to do so"</i>
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Whilst these are presented as separate and distinct facilities above, the community sees both as essential and with a high degree of synergy: growth and success of the facilities will be linked.

**Strategic Context**

From a national perspective, these development proposals contribute to and align with a range of national and local policies and strategies. These include the Scottish Government’s National Outcomes and its overarching purpose of a wealthier, fairer, smarter, healthier, safer, stronger and greener Scotland: its economic strategy; investing in people and inclusive growth and Achieving a Sustainable Future (2011) with a commitment to tackle inequality and create opportunities to improve communities: Supporting Healthy Choices (2014): All Our Futures Planning for An Aging Population (2007) and the Early Years Framework (2009).

Two policy shifts are of particular interest:

- **Community Empowerment:** this sets out “a process where people work together to make change happen in their communities by having more power and influence over what matters to them.” Essentially, this is a shift in power from government to communities to increase democratic participation, improve services based on local need, increase levels of local confidence and ultimately deliver a better quality of life for local people. This has been enshrined in the Community Empowerment Act (2015). The wave of new Development Trusts such as BCDT is evidence of this growing movement with local people developing and delivering an array of community based projects. There is an expanding infrastructure to support this activity. Across the landscape, there is a consensus to work together more effectively to ensure communities are empowered, skilled and resourced. The direction of travel and the specific commitments outlined are a clear fit with BCDT’s purpose and approach.
- **Childcare provision:** The Children and Young People (Scotland) Act 2014 made 600 hours of free Early Learning Childcare available for all three and four-year-olds and eligible two-year-olds in Scotland. The Scottish Government has since committed to almost doubling the ELC entitlement by 2020, extending to 1,140 hours per year. This means many existing childcare facilities such as Baldernock Childcare will need to expand to meet increasing demand. Local Authorities are being encouraged to consult and involve childcare providers in how these targets could be met.

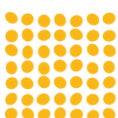
Both of these policies represent real opportunities for Baldernock to develop better community space and better services for families and children.

At a local level, BCDT is underpinned by East Dunbartonshire Council’s ‘Local Outcomes Improvement Plan 2017-2027 (LOIP).’ This plan focusses on 6 key outcomes, four of which are directly supported by our proposal. These include Safer and Stronger Communities, Children & Young People, Older Adults, Vulnerable People and Carers, Adult Health and Wellbeing, Employment & Skills. and Economic Growth, and Sustainability.

**How we fit**

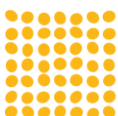
The following is an example of how our work supports and is supported by current policy thinking at Local Authority level.

<b>Local policy objective</b>	<b>Relationship to our work</b>
<b>1. Safer and stronger communities</b>	Both initiatives are designed to make Baldernock a better place to live. The facilities will make for a more economically and socially sustainable community by making the area more attractive to families. The spaces

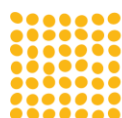




<p><i>East Dunbartonshire is a safe place in which to live, work and visit</i></p> <p>[Outcome 4 of LOIP]</p>	<p>will be the springboard for a range of projects and activities that will bring people together and increase social capital and cohesion. Activities in high demand are social and cultural events as well as a number of age and interest specific activities: we will expand the programme of activity to suit people of all ages and abilities. Health and wellbeing classes, local exhibitions to showcase local talent and local artefacts, drama, school performances and so on have been strongly backed by the local community. Better, more comfortable and accessible space will encourage groups out of people's houses into a more public setting thereby increasing participation rates. Volunteering will be an important focus through this work: both increasing the number of volunteer opportunities in Baldernock and the number of people involved in local volunteering.</p> <p>This work will involve a multi partner approach, bringing together a range of local groups and stakeholders (the Church, Baldernock Childcare, the School, BCDT, the Community Council and others), working together to achieve positive change locally. This approach will strengthen the individual groups and the community as a whole.</p>
<p><b>2. Children &amp; Young People</b></p> <p><i>Our children and young people are safe, healthy and ready to learn</i></p> <p>[Outcome 3 of LOIP]</p>	<p>A bespoke childcare facility will offer more childcare places (to help work towards the 1140 by 2020 targets) and additional learning and extracurricular space to pupils and pre schoolers. An expanded service will be offered including before and after school care and activities offering children and families additional learning and social opportunities. The nursery will continue to have strong links with the school, including joint events and space sharing and provide young children with a smooth transition into P1. The facility will be fully accessible for pupils of all abilities and will build on the forward thinking outdoor learning programme that is being developed. This contributes to childhood development by raising children's awareness of environmental and sustainability issues for example, and connected to all aspects of the school curriculum; maths, social sciences, health and wellbeing, and physical activity. Projects will include an intergenerational element which will reduce isolation in older people and improve learning and confidence in our children. Improved cooking facilities will also open up opportunities for food and nutrition based learning tying in with health and wellbeing, tackling childhood obesity as one example.</p> <p>One of our challenges as a community is to reduce social isolation in our children: there are limited opportunities to meet up with friends after school. An after school club / extracurricular activities will directly address this need.</p> <p>A new nursery childcare facility will free up more teaching space within the school building and whilst not essential for delivering the Curriculum, will nevertheless provide a more comfortable learning environment for pupils. As a rural school with special status, this would be a way of enabling the school to increase its capacity at no cost to the Local Authority and continue to contribute to the wider social wellbeing of the community.</p> <p>Working with the Youth Group, there is scope to develop youth work further in Baldernock, particularly if linked with a vibrant volunteering programme and potentially youth award schemes for young people.</p>



<p><b>3. Older Adults, Vulnerable People and Carers</b></p> <p><i>Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.</i></p> <p>[Outcome 6 of LOIP]</p>	<p>We have a high proportion of older people in relative terms and a high proportion of people with significant caring responsibilities. Our work will directly aim to engage and support them. A number of older people cannot access our community space at the moment or are put off by the condition of it. We aim to create a space that is fully accessible and attractive to this demographic and host activities which are of specific, peer interest to them. The community survey for example indicated some 18 older people were interested in a Social Club for Senior Citizens. We will also aim to stimulate activities which are intergenerational to improve connections across all age groups: gardening, art and history for example. People will be encouraged to share their knowledge and experience in an informal way. As previously stated, volunteering will be a key element of this work. Volunteering may also include offering transport to people who cannot travel by themselves, befriending and getting involved in running activities.</p>
<p><b>4. Adult Health and Wellbeing</b></p> <p><i>Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles</i></p> <p>[Outcome 5 of LOIP]</p>	<p>In relative terms, Baldernock has a fairly active and healthy population but many leave the area to access classes and facilities elsewhere. Young people, children, people with disabilities and older people who cannot drive are reliant on those who can to take them and carers are often not able to leave home for extended periods. Better local facilities will increase opportunities for those most isolated. Health and wellbeing and fitness classes were identified as activities 'of interest' in the community survey with significant numbers indicating they would use these if available locally. These activities will be embedded in a new programme of activity. We envisage that activities would not simply begin and end at the Hall or Childcare space but move beyond, out into the wider community, the History Club, Walking Group and Youth Club are examples of this.</p>
<p><b>5. Employment &amp; Skills</b></p> <p><i>Our people are equipped with knowledge and skills for learning, life and work</i></p> <p>[Outcome 2 of LOIP]</p>	<p>Central to our plans will be to stimulate more intergenerational learning. We have an active and highly skilled older population which will be connected better with others to share experience and transfer knowledge. Better space for activities will enable us as a community to harness those skills more easily. Some existing groups in Baldernock such as the SWRI already undertake a programme of learning and this could be expanded. Additional activities, particularly physical and cultural, were identified as being of significant interest to local people during the feasibility work which will be catered for in more accessible space. We envisage that being able to hold more social events (pop up café, ceilidhs and so on) will provide opportunities for local people in catering and hospitality, event planning and marketing. Linking these to the school will extend these opportunities to children and young people.</p>
<p><b>6. Economic growth &amp; sustainability</b></p> <p><i>East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing</i></p>	<p>Baldernock already attracts a number of visitors from further afield for walking, cycling and touring but there is not enough on offer to make them stop and spend. With better marketing and communication and by improving our facilities, we will enhance our offering - for example by offering pop up cafes, social nights and weekend events. Currently some 13,500 cars use Balmore Road daily but the Hall remains largely invisible - with a more attractive building, better signage and more on offer inside, our aim is to capture this market to the degree that is</p>



<p><i>business base and is an attractive place in which to visit and invest</i></p> <p>[Outcome 1 of LOIP]</p>	<p>sensitive to our area and does not significantly alter the nature of the parish.</p> <p>Local businesses have also indicated an interest in linking with some of our events - a local brewery offering a pop up bar service at social events for example and partnership working will be mutually beneficial. Involving local businesses in this way will raise their profile and it is envisaged more local people will be inclined to 'buy' locally.</p> <p>We also have much to offer in terms of historical interest and intend to make more of this through better marketing and again, linking to events (for instance, volunteer guided walks ending with exhibition and refreshments in the community facility).</p>
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## What we will do

### Overview

Over the next 3 years, we will work with other local groups to help establish 2 key development initiatives in Baldernock. It is important that the work of BCDT builds on local capacity, rather than duplicates or undermines it. For this reason, our approach will be to *work with* local organisations who have existing expertise and experience and support them to develop these plans. Our role will be to facilitate and support these actions rather than deliver directly ourselves. The two initiatives to be developed are:

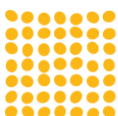
1. A bespoke childcare facility based at the primary school which will provide nursery spaces, before and after school care, and additional break out space for school pupils. This will act as a vehicle to strengthen the school, attract a younger demographic into the area and be a platform for a range of services for children and families. To achieve this, we will work with the existing Baldernock Childcare organisation that currently leases space from and operates out of Baldernock Primary School.
2. An improved community facility at the Church Hall which will be open to all for a range of activities and events. This will aim to reduce isolation and loneliness, particularly in older people, increase community spirit and improve health and wellbeing and contribute to life-long learning. To achieve this, we will work with the Kirk Session who manage the space on behalf of the General Trustees.

In our view, developing these vehicles will increase confidence in the area, enable us to deliver on our strategic outcomes and unlock the potential we know Baldernock has.

### Strategic Objectives

To contribute to East Dunbartonshire's ambition, BCDT will deliver the following strategic objectives over the next 3 years:

- **A more vibrant place:** To work towards creating a more vibrant and well connected parish which is an attractive place to live, visit and do business. We will aim to do this by creating the right environment for more community, social and enterprise activity
- **A more cohesive place:** To work towards creating a stronger, more cohesive community by facilitating connections between people and groups so that they can more readily work together, rely on each other and make the most of opportunities
- **A better resourced place:** To work towards harnessing the skills we already have, building our capacity and using our existing assets to our best advantage. We will offer increased volunteering opportunities and attract outside investment to help us achieve our goals

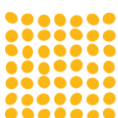
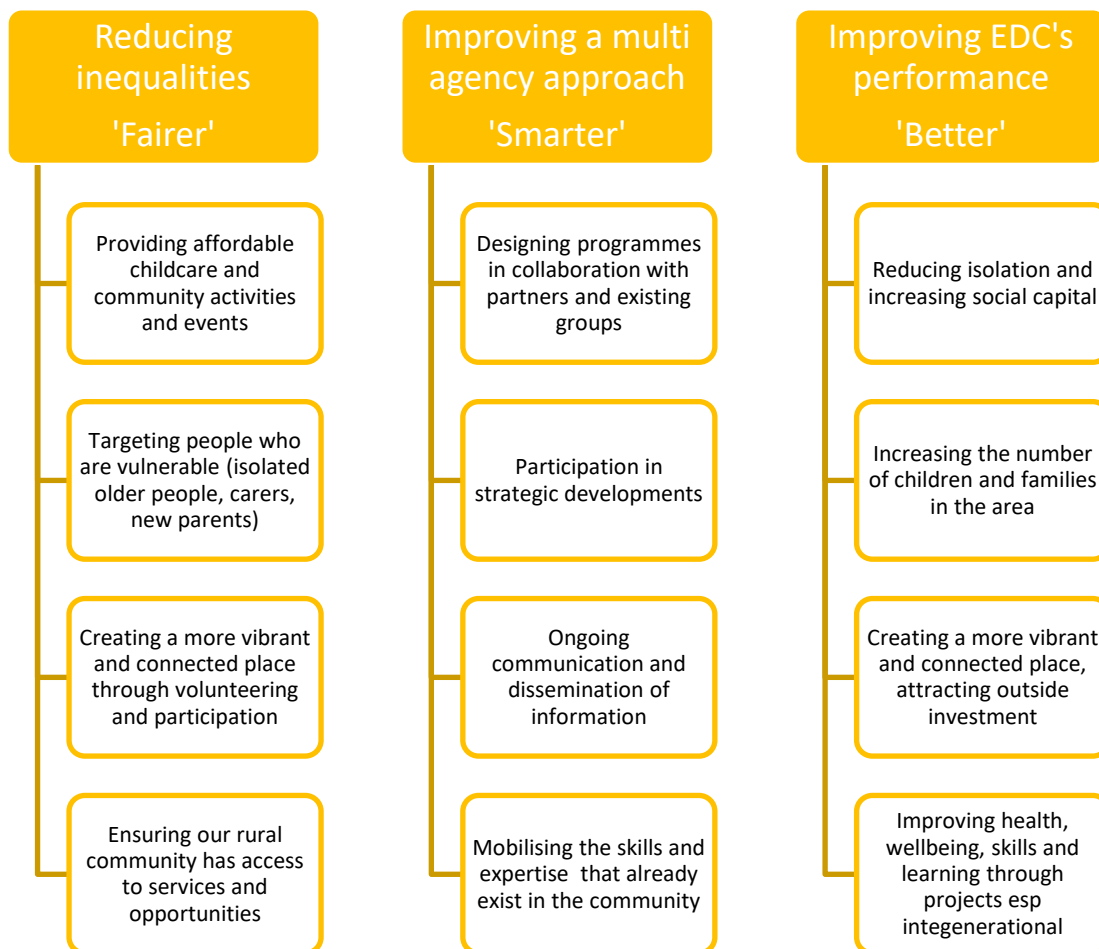


- **A more diverse place:** To work towards improving Baldernock as a good place for families and children by improving childcare provision, and development and social opportunities for children and young people
- **A healthier place:** To improve the health, wellbeing and quality of life of local residents, particularly those who may be vulnerable and lonely, by working towards a better range of provision aimed at all age groups and backgrounds in safer, more accessible space

Our operational objectives will be to:

1. To strengthen joint working arrangements with Baldernock Childcare and the Church to progress these plans for the benefit of the community
2. To collaborate and build on strategic partnerships to deliver positive outcomes locally - this includes engaging with Councillors, Heads of Service at EDC and so on to ensure we are involved in planning and decision making which will affect us
3. To secure funding to ensure BCDT is well enough resourced to carry out this plan
4. To create positive connections beyond Baldernock and East Dunbartonshire, connecting with other development trusts for example to share inspiration, best practice and potentially resources.

## Strategic Outcomes



## Beneficiaries and Outcomes

Beneficiary group	Outcomes
Adults who are isolated, marginalised and face barriers to participation in community life  (older people, carers, new parents)	<p>People feel more connected to other people locally</p> <p>People are able to contribute to community life</p> <p>People are more readily able to access services and activities of interest</p>
Families and working adults in the parish	<p>People feel more confident about the future of Baldernock</p> <p>There is an increase in the number of families and children in the area</p> <p>People are able to access services and activities which enhance life for working families</p> <p>People feel more connected to each other, more mutually supportive and more able to work together</p> <p>People are able to use their interests, talents and skills to better themselves and improve community life</p> <p>People feel healthier and better about themselves</p>
Children under 16	<p>Children feel less isolated</p> <p>Children can access more opportunities for development and extracurricular learning</p>

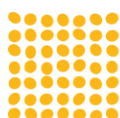
## How we will do it

### Overview

Our aim is to empower and support those groups in a position to deliver the two key initiatives. As our role will be in development rather than hands on delivery, the detail of the plans will need to be developed in collaboration with the groups in year 1 as essentially, they will be their plans. We have set out below our early joint thinking about these ideas.

### Delivery Mechanism 1: A Childcare facility

Baldernock Childcare is a voluntary organisation with charitable status governed by local people and has been delivering in the area for over 30 years. It delivers its service from the main school building and enjoys a strong relationship with the primary school. Its current location means there are good transition arrangements in place for pre-schoolers progressing into Primary 1. Both the school and Baldernock Childcare are keen to see this close arrangement continue but reduction in school space, coupled with a statutory increase in child care provision means that the current situation may not be viable long term. The condition of the current nursery space also undermines this as a workable arrangement long term. Evidence shows that there is fairly strong demand for a better and expanded childcare facility for families in Baldernock and surrounding areas including more pre and after school



provision, more opportunities for events and performances and joint projects which cannot take place in the current configuration.

Feedback from the school and other local research showed the obvious solution would be to create a new childcare space on the footprint of the now defunct Portakabin. Planning restrictions are unlikely to be an issue given the pre-existing building, the Council is likely to be supportive given the pressure to increase childcare and the school and nursery are likely to benefit considerably from the additional space in educational terms. The site would enable the nursery to benefit from fully accessible, Care Inspectorate compliant indoor space and being at ground level would give good egress to outdoor space to develop more outdoor learning.

Baldernock Childcare staff are keen to explore this option and have a raft of ideas about developing services over the next 3 years and embedding the childcare service into the heart of the community. The barrier is capacity. Staff are busy on day to day management and do not have the time to develop plans on this scale. The Board of directors are elected parent members who tend to stand down once children move on to school. This churn of directors makes it difficult to develop long term proposals.

To overcome this, BCDT will aim to fill that gap over the next 2-3 years and provide the capacity needed, working with staff and Board to develop these plans. Sustainability of the facility will be paramount. Some initial work on financial models for the facility has been undertaken and these will be fleshed out as plans progress. Phases over the next 3 years will be:

**Phase 1:** Establish a steering group of Baldernock Childcare staff, committee members and BCDT representation to drive the project; agree a plan of action; designate roles and responsibilities. The group will meet regularly to ensure progress is on track.

**Phase 2:** Undertake further feasibility work into a bespoke facility including discussions with EDC, the school and parents; likely population projections, space requirements, most appropriate operating and financial model, funding options and so on. Note: BCDT may be able to provide some support in this work, including work to secure development funding, so work could be outsourced. Additional resources could be secured through Government funded third sector support programmes such as Just Enterprise.

**Phase 3:** Produce an interim business plan setting out a fundable, viable, deliverable project that meets community need.

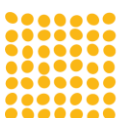
**Phase 4:** Secure further development funding to commission a design team to design the space (indoor and out) with costings. We envisage this will be a modest but multifunctional space and relatively low cost. There may be scope to approach EDC for some support.

**Phase 5:** Produce a full business plan.

**Phase 6:** Write and submit funding bids.

## **Delivery Mechanism 2: A Community Hub**

Baldernock Parish Church operates the Church Hall, the only community space in Baldernock. The building itself is owned by the General Trustees of the Church of Scotland and is managed by the Kirk Session and looked after by a group of volunteers. It is run on a fairly informal basis with a number of local residents having keys to it and making a donation for usage. It is a well-established facility and used by several local groups including the Youth group, the SWRI and Book Bugs, as well as for Councillors' surgeries and polling. The building is in a poor condition which impacts on bookings and usage is slowly declining. A range of site options were considered as part of the research: its history and central location were cited as two key reasons why the community backs the Hall as the preferred place for a community hub. Consultation findings showed that there is a good appetite to regenerate this space and bring it back into more regular usage.



Local residents enjoy how the Hall is run informally, is affordable and freely available and want to see this continue. Volunteering effort will be crucial for the success of the Hall. From community feedback, the services which people want to see developed in the space are:

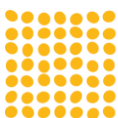
- **Multi-purpose Space for Community groups:** Space will be made available for a range of activities for people of all ages. This includes sewing classes, hobby groups, various dance classes, and other recreational activity such as keep fit and exercise classes.
- **Social Gatherings and Events:** There was a significant demand for community and family events. The new hub will have an events space which will be bookable for parties and functions as well as community events like Christmas parties, Easter events, community ceilidhs and summer fairs. A pop up café will be organised infrequently on a voluntary basis to bring the community together and to address isolation in older people, we will also offer a seniors lunch club.
- **Cultural Initiatives:** Literature and culture emerged strongly during the research. The main hall therefore aim to offer film nights, lectures and talks and exhibitions.
- **Health and Wellbeing:** Many of the initiatives of interest will focus on keeping people well and active including wellbeing classes (tai chi, yoga) and other fitness related activity. The kitchen was a positive element which will be used for community meals but also for cooking classes and healthy eating workshops and to cater for the seniors' club.
- **Private Parties:** It is important for local people that "our" centre can accommodate rites of passage such as: weddings, funerals, birthday parties. These will cement social relations.
- **Older people:** Social isolation for older people is a key concern in the local area. Many of the above initiatives, from talks to the pop up café will cater for older people.

As a guide for future design, the spaces must be accessible and comfortable. Accommodation which is important to local residents is:

- A multi-purpose community space that can be used for community events, sports and fitness classes, the youth Club, community cinema and private parties.
- A smaller warm space (potentially partitioned within the larger space) for smaller community initiatives from the book group to yoga and demonstration classes.
- A good kitchen to deliver catering to events and training to bring people together.
- Art, Craft and Workspace - This is essentially a creative space which can be used by a variety of artists, crafters and DIYers through voluntary groups (such as the Council run art link service and the play group) to private individuals who need access to studio space. The space can also be used for making stage scenery for shows.
- Attractive toilets
- Good storage

The Hall is currently undergoing structural assessment. The findings of this will be reported in late 2018 and we will have a better understanding of the viability of the existing building and the options for development going forwards. Whilst not guaranteed, there may be some funding from the Church which could act as an important contribution to the redevelopment of the space and help us to lever in additional match funding. Again, sustainability will be crucial and work is currently underway to explore different financial models.

The Kirk Session, similarly to Baldernock Childcare lacks the capacity to develop these plans alone. As a voluntary group, it will need support to undertake the redevelopment journey. Phases of the plan are:



**Phase 1:** Establish a steering group of Kirk Session and BCDT representation to drive the project, agree a plan of action, designate roles and responsibilities. The group will meet regularly to ensure progress is on track.

**Phase 2:** Develop an interim business plan for the Hall. Much of the research is already available through the feasibility work. Discussions and negotiation with the General Trustees is needed to agree a way forward in relation to management arrangements and funding.

**Phase 4:** Secure further development funding for a design team to design the space with costings.

**Phase 5:** Produce a full business plan which is costed, fundable and achievable.

**Phase 6:** Write and submit funding bids.

## What BCDT will do

To achieve these goals, BCDT intends to give its support to the groups who will be responsible for these plans. We have undertaken a skills audit of our Trustees to understand where our strengths and weaknesses are and look at ways we can fill the skills gaps including co-option on to the Board, training and development<sup>4</sup> and will continue to work towards our own organisational improvement. However, as a voluntary group ourselves, we recognise the need to bring in additional capacity to make these plans realistic.

To do this, we will secure funding for a paid development post which will be tasked with:

1. Working with Baldernock Childcare on its asset development journey: this will include, attendance at the steering group meetings, research and planning, securing additional resources (legal, architectural, business planning), liaising with the Council and other partners including a design team, fundraising and communication
2. Working with the Kirk Session on its asset development journey, including attendance at steering group meetings, business planning, negotiations and liaison with the General Trustees and other partners, fundraising and communication
3. Developing volunteering in Baldernock, including the range of volunteering opportunities and participation rates. This will be a 'community connector' function and specifically aiming towards improving community spirit and local links
4. Supporting the work of the BCDT. This will not be to replace the volunteer work of existing Trustees but to add capacity. We envisage this will include representation at events and forums for example and to support our marketing and promotion efforts
5. Monitoring and measuring our success and reporting this to the Committee and wider community

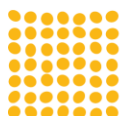
A detailed job description is being produced. This will be a 0.6 full time equivalent role.

## Governance and management

This plan will be steered by the Board of the Baldernock Community Development Trust. There are currently 8 members, all resident within the local area with a relatively high skill level and a variety of experience: most are from professional backgrounds. Commitment to the Trust is high: roughly a third commit between 15 and 30 hours per month, and a third between 5 and 15 hours per month. Meetings take place every two months. An AGM is held each year and is open to all members who have voting rights.

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<sup>4</sup> The skills audit is included in the feasibility study





We are undertaking a programme of learning to strengthen the Board which will be particularly important in the months ahead: improving communication with the wider community (about this plan) and managing staff are two areas we will be focussing on.

There will be two steering groups which will meet regularly: one for the childcare space and the other for the community hub. These will comprise representatives of both the Church and Baldernock Childcare plus the BCDT development worker and Board.

We will also seek to involve those community groups who currently use the Church Hall and those wishing to use an improved space - the youth group, SWRI, the History Club and so on to ensure their members can help steer the plans. We also want to ensure children have a voice. Events will be held for children to help us gather their views about youth services and activities and the space design.

Day to day management of the plans will be the responsibility of the Development Worker who will be line managed by BCDT and will report progress at each committee meeting. The development worker will be responsible for managing the finances in relation to this plan and will report to the BCDT treasurer. Management accounts will be presented for inspection at each committee meeting.

### **Measuring success**

The thrust of this plan is to establish two new community facilities and our success will be measured against this. However, these are simply vehicles for community improvement. Our main goals are to see Baldernock become a more vibrant, cohesive, resourced, diverse and healthy place. These are our overarching outcomes. As such, we will monitor and record the following, initially as a base line and then to measure against in future years:

- The number of community events, types of event and participation numbers
- The number of community groups active in the local area and range of activities available
- Number of volunteering opportunities and levels of participation
- Amount of funding and investment brought into the area for community benefit
- Growth in Trust membership and numbers receiving our communications. Number of shares and likes through social media

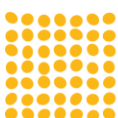
Specific outcomes will be developed for the community spaces themselves.

### **Partners**

Baldernock itself can feel quite isolated, despite its proximity to towns. We will work to improve connections within the parish and beyond it to make sure we are effective and have the resources and expertise we need to succeed. Below is a sample of some of the groups we will work with over the next three years:

***Baldernock Childcare*** Working together strategically to develop plans for a new facility but also operationally to increase provision available to children with more activities available outside of school and nursery. This may include some intergenerational work and a summer programme. A BCDT trustee currently sits on the Parent Committee of Baldernock Childcare which ensures we have positive links.

***Baldernock Primary School*** The school is an important stakeholder in this plan and will contribute their views on development of childcare space. Their input will also be sought



on increasing opportunities for children and in connecting with children and families.

**Kirk Session** This will be a strategic partnership to redevelop the space at the Church Hall. The Church's reach in to the community, particularly to those who might be isolated, vulnerable and in hardship will be important in helping develop services and activities to meet that need. A BCDT Trustee is a member of the Kirk Session which will ensure effective partnership working.

**Range of small community groups** The youth group, History club, SWRI are working hard to develop services of interest locally - we will work with them to find ways of increasing participation, through better communication and explicitly signposting and cross referring people to opportunities in Baldernock. They will be consulted in development plans for a better community space and developing a community wide programme of activities which is joined up.

**East Dunbartonshire Council** Early Years and Education will be important partners in the development of a childcare space and ensuring this is meeting the needs of the school.

**Development Trust Association Scotland** As a member of DTAS, we will access help and advice where required, for example in employment practice, governance and planning. We will tap into specific support programmes run by or supported by DTAS such as Study Visit funding, Enterprise Accelerator, Community Ownership Support Service and so on.

**East Dunbartonshire Voluntary Support Service** We will access support from EDVA to promote and grow volunteering locally and will use their best practice resources. We will also promote the Young Scot and Saltire Awards to our young people to increase their volunteering in the parish as well as their Adult Befriending Project to reduce isolation in older residents.

## Funding

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### Overview

Financial sustainability will be a key focus in the facilities' plans and cash flow forecasts and variables will be considered carefully. Work on these is already underway but they will need specific input from the subgroups before going any further. Funding for these developments is likely to be attracted from different sources (given their different natures). The feasibility study explored some of these funding routes and these will be fleshed out in more detail as plans progress with funding strategies put in place as a part of the business plans for each facility.

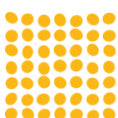
### Funding Sources

We now need to secure funding to help us deliver on this strategic plan. There are several sources we will be targeting to fund a development worker and associated activity:

1. Community Led Activity: The Big Lottery<sup>5</sup> Funding between £10,000 and £150,000 is available to help communities be better connected and working together better. Revenue and capital funding are both available.

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<sup>5</sup> <https://www.biglotteryfund.org.uk/funding/programmes/grants-for-community-led-activity>



2. Strengthening Communities Programme: Empowering Community Fund<sup>6</sup> for funding which supports community based activity and the creation of new childcare places c£50,000. This is currently closed for applications but is likely to reopen in early 2019.
3. LEADER: Scottish Rural Development Programme, The Kelvin Valley and Falkirk fund<sup>7</sup> under theme 2: Community Services and Facilities. Revenue and Capital. Match funding will be required.
4. Community programme: Garfield Weston Foundation<sup>8</sup>. Revenue (including core costs) and capital. Average size of award is c. £31,000

## Costs

Item	Year 1	Year 2	Year 3	Note
Development worker salary	18460	18829	19206	1
Home office running costs	2400	2520	2646	2
Laptop and printer	700	0	0	3
Additional office equipment and consumables	1000	0	0	
Employer's liability insurance	350	350	350	
Training and volunteer expenses	2400	2520	2646	4
Community engagement events	3000	3300	3630	5
Marketing and promotion	1000	1100	1210	6
Piloting new activities for children / older people	2300	2300	2300	7
<b>TOTALS</b>	<b>31610</b>	<b>30919</b>	<b>31988</b>	

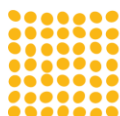
## Notes

- 1 0.6 fte £28K plus 2% pension and 2% cost of living rise year on year
- 2 Wifi, phone, printing, postage. 5% increase year on year
- 3 Including software and scan facility
- 4 Including study visits elsewhere
- 5 Based on a minimum 4 per year and will be celebratory in approach with food, entertainment etc
- 6 Including website hosting and collateral to promote BCDT and partner organisations
- 7 Weekly community transport scheme for older people (£60 pw x 30 weeks). Budget for misc equipment for Older People's group and Youth group and refreshments (£500 pa)

<sup>6</sup> <https://beta.gov.scot/policies/community-empowerment/empowering-communities-fund/#strengthening-communities-programme>

<sup>7</sup> <http://www.kvflleader.org.uk/>

<sup>8</sup> <https://garfieldweston.org/what-we-support/community/>

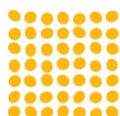


## Sustainability

Following input from a Development Worker, it is envisaged that in the long term, an increase in volunteering will mean that many activities will become sustainable in their own right and that community groups will be able to charge modest fees (through membership, ticket sales and so on) and also access small grants where needed to support their work. It is envisaged that Baldernock Childcare and the Church would embed a development function within their own organisations from income derived through their activities.

## Risk Register

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Difficulty securing Development funding due to competition for funds	High	Low to medium	Strong funding strategy and evidence of need	Variation of funds  Investigate alternatives such as a sponsorship or crowd funding	Board
Difficulty securing Development funding due to this not being an area of deprivation	High	Medium	Focus on funds (eg LEADER) that are more focussed on rurality, community cohesion etc  Evidence of hidden need in feasibility study	Continue to evidence need	Board
Costs higher than expected	Medium	Low	Cash flow projection including salary estimates well researched	Consider cost savings	Board
Childcare group's low capacity to engage	High	Low to medium	Build strong relationships, provide direct support and encouragement	Funding for their own costs	Development Worker
Kirk session low capacity to engage in addition to barriers due to Church bureaucracy	High	Low to Medium	Good relationship with Kirk Session	Further develop relationship with Church of Scotland General Trustees	Board and Development Worker



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Joint training and support sessions Social activity to firm up group cohesion	Write an accession plan On-going training and support	Board
Central funding is lost after first phase	High	Medium	n/a	Revert to volunteering model Further fundraising	Board Development Worker while in post

