



Rocks And Wheels Business Plan

March 2024

Dalbeattie Community Initiative

Scottish Charity No: SC033730

Company No: SC238333



REVISION HISTORY

Version	Date	Author	Comment for changes
1	2/9/19	David McMillan	First draft for comment and discussion of steering group and Initiative directors
2	6/9/19	David McMillan – following meetings with steering group and directors.	Addition of income and expenditure summary, statement of purpose and general editing.
3	10/9/19	David McMillan	Timeline added
4	18/9/19	David McMillan – following input from directors	Financial statement and sources for salary added.
5	28/9/19	David McMillan	Adjustments to management structure information. Addition of use of overdraft facility.
6	7/10/19	David McMillan	Updates to income and expenditure spreadsheets
7	7/12/20	David McMillan – following meetings with steering group and directors to reduce the capital expense.	Complete revision with more focus on community benefit and capital spend plan amendments together with income and expenditure revisions.
8	1/3/21	David McMillan – following a review of the document from SOSE.	Expanding and clarifying of several sections of the document.
9	9/1/22	Steering Group collaborative approach – following a review of the document from Creetown Initiative	Extensive format revisions and simplifications.
10	1/3/24	Members of the Steering Group.	Substantially revised and updated to reflect the transition from project planning to project delivery.

This version replaces all previous versions. Contact Dalbeattie Community Initiative to ensure that you have the latest published version.

Changes Forecast - This Business Plan will be revised further as operating policies are developed and the financial forecasts are refined.

Document Acceptance

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

Name: IAN WILBUR

Signature:

Position:

Date:

CHAIRMAN



Dalbeattie Community Initiative (DCI), was established in 1997, in response to the closure of several local employers. Our main aim for the organisation is:



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

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

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

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

Over the years DCI has grown in experience and has successfully delivered many projects, events and activities. Details of DCI current activities can be found in Appendix A. We have gained experience in public consultation, grant funding, management of assets and multi-agency collaboration and co-operation.

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

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

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

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

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



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1. OUR VISION

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

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

The adaptation of the former primary school building will provide a centre which will be a base for many diverse pursuits: road cycling, mountain biking, running, walking, orienteering, climbing, golf, sailing, yoga, all aspects of wildlife interest, photography, art etc.

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



The site redevelopment will include:

- 54 bed hostel and refectory
- Reception area
- Indoor bouldering centre
- Outdoor pump track
- Lockers, changing facilities, drying rooms, storage and maintenance areas
- Indoor and outdoor café
- Office and management space
- Community/small business/training rooms and exhibition space

The project aims to:

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

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

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

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

The capital phase of the project is being grant funded by a range of funders and is then projected to be self-supporting through income generation. Profits will be used for continued development and upgrading of the project along with creating a sustainable income source for Dalbeattie Community Initiative therefore removing the need for ongoing grant funding.

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

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



2. PROJECT ALIGNMENT

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

The project complements key strategies recognised by the Scottish Government and in the subset of strategies and priorities identified in the strategic plans of Dumfries & Galloway Council, NHS Dumfries & Galloway and South of Scotland Enterprise.

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

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

The shared Health & Social Care Strategy of Dumfries & Galloway Council and NHS Dumfries & Galloway highlights the fact that this region has the fastest growing older generation in the country with a projected increase of 24.6% in the 65+ age group over 2014-2039. The number of 75+ adults with dementia is projected to increase from 3,630 in 2022 to 5,480 in 2039. Moreover, 12,500 Dumfries & Galloway residents currently have 2 or more chronic illnesses, a figure which is increasing by 300 per year.

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

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

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

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

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

- provide authentic experiences through all-year events and hospitality;
- provide consistently high customer experience;
- create a resilient network of businesses and organisations;



- provide jobs related to the tourism sector.

South of Scotland Enterprise, an agency of the Scottish government, are a valued partner and funder of the project. Their Five Year Plan for 2023-28 includes the following areas of strategic focus all of which have resonances in the aims and objectives of the RAW project:

- attracting ambitious investment;
- activating and empowering enterprising communities;
- advocating for fair work and equality;
- accelerating net-zero and nature positive solutions;
- advancing innovation and improving productivity;
- awakening entrepreneurial spirit;

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

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

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

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

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

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



3. USERS AND COMPETITORS

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

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

The RAW project has set its sights on attracting:

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

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

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

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



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

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

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

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



4. MANAGEMENT AND MONITORING MODEL

The initial phases of the project were guided by a Steering Group made up of local people who support the project, including Directors of the Initiative and employees. As the project gathers speed and momentum, a more dynamic and focussed approach was needed. In January 2024 six new Workstream groups were created, each comprising three or four people with relevant experience and expertise.

New Company – updating the Business Plan, setting up the trading company, recruiting a Board for the Trading Company, HR policies, IT strategy.

Funding – tracking spend and available funds, researching funders, funding applications, local fundraising events.

Facilities – operating model, staff requirements, IT requirements.

Site – security, safety, insurance between Asset Transfer and construction start.

Build – liaison with Design Team, Timeline, Planning Permission, Demolition and Building Warrants, Construction tenders and contracts, liaison with Main Contractors.

Marketing – researching market data for Business Plan, marketing strategy and plan.

Each Workstream Group meets as required to progress work in their specific areas.

The Lead member from each group, plus the Initiative Chair, Chief Executive, Project Manager and Project Worker now form the Steering Group which currently meets once a month.

The project reports to the DCI Board at their monthly meetings along with the other DCI projects. A separate bi-monthly Review Meeting has been established to report project progress to a wider audience such as Initiative Directors who are not directly involved in the project.

The Build Workstream has defined the Tendering Process and will engage with interested Contractors to identify a preferred bidder for the Main Contract. Once the Main Contract is awarded, the DCI Project Manager will be the main liaison with the Contractor, supported by a volunteer who was until recently a construction project manager.

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

- Dalbeattie Community Initiative will be the transfer body and subsequent owner of the buildings and site.
- The Initiative will then manage and control securing the funding package, and the redevelopment work will be overseen by the DCI.
- DCI will set up a subsidiary trading company, thus becoming the parent company to the trading arm.
- This trading company will take over management of the Centre on day 1 of trading via a lease agreement with DCI.
- The DCI will recruit a board to manage the trading arm and a representative from this board will report back to the Initiative directors regularly.



The project Patron is Dame Barbara Kelly DBE, FRSE, FRSGS, Chair of the Dumfries and Galloway Arts Festival, who attended the School herself as a child.



5. BUILDINGS

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

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

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

The granite building furthest East on the site will be altered and refurbished to form the residential accommodation of up to 60 beds in various configurations. Ensuite rooms for between 4 and 8 people will be arranged around a central communal space in a way that offers good sound insulation for those retiring from the social activities.

The existing school hall and surrounding rooms will form the main activity spaces. The main hall, which incorporates the attractive granite bell tower, will be refurbished to create a reception area, restaurant/café and commercial kitchen.

The former kitchen and adjacent classroom will contain the indoor bouldering structure for climbing and traversing which will be suitable for all categories of participants.

An all ability pump track is to be constructed on the school playing fields which will be an exciting destination attraction in its own right but will also help people build their skills for use on the mountain bike trails and offer fun activities for mountain biking parties resident at the centre. The pump track will be designed in such a way that it will have loops suitable for all abilities, including nursery and competition.

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

The condition of the existing granite buildings was sound when the school relocated in 2017. Since then there will have been some deterioration but the condition remains fair. Initial ecological surveys have been carried out. Investigations into the condition of the playing field land and ground below the stand alone nursery school, which was a historic land fill site, have been carried out. This nursery building will be demolished.

All of these have informed the cost estimates prepared for the proposed works.

In refurbishing the existing buildings measures will be taken to reduce energy usage wherever possible. LED lighting and localised heating plant will be utilised. Air source heat pumps will be installed to provide low-carbon heating.

The western granite building will be re-furbished as a general purpose community wing with classroom/meeting room/exhibition/activity spaces.

The site includes a building that previously was the base for our local theatre group 'The Birchvale Theatre'. The group has moved to other premises and the project originally proposed to demolish this building. As the project design work progressed we realised that the building would be needed to become an important part of the project.

The project intends to restore and refurbish the building to create an imaginative hub to support the Pump Track and other activities with workshop space and bike storage. This would enable the project offer training opportunities in bike maintenance and other skills.



6. THE GUEST EXPERIENCE

The Design prepared for the Planning submission includes the following features and facilities

Residential / Hostel Accommodation

The total accommodation of 54 beds is provided in a variety of configurations. The bedrooms all have ensuite shower rooms and the selection of sizes include 4 four bed rooms, 5 six bed rooms and 1 eight bed room.

There is a large communal gathering space/ lounge in the centre of the residential accommodation with space for group activities. There is seating for up to 30 and a large screen TV is available in this area as well as vending machines for hot and cold drinks and snacks.

Within the hostel there are washing and drying facilities for guests clothing and a drying room with lockers for drying outdoor clothing and shoes.

Secure bike storage with CCTV coverage is available to residents. Battery charging facilities in secure lockers is also available.

Hostel booking can be bed only, bed and breakfast or a fully catered package.

Main building - Café / Refectory

The central building on the site contains the Centre administration and reception area. Guests will report here to book in and receive information about their stay. This is where those on catered packages will dine in a 60 seat refectory. Within this main area there is a 60 seat Café for residents and centre users and the general public, where light meals, snacks and drinks are available from 9am until 5pm. Serving times for residential meals packages are by arrangement.

The main building and catering facilities can be hired for large functions and activities and can accommodate seated groups of up to 120 people.

There is a large outdoor dining terrace to the southwest of the café for outdoor refreshments and viewing of activities in the grounds.

Toilet facilities are available in this location for Centre users.

Bouldering

The Bouldering hall is located within the main central building. This can provide a bouldering experience for all levels of experience and ability from beginners to experienced participant and certain levels of disability.

Visiting parties can book the use of the bouldering facility and can receiving tuition from the Centres Instructors. Various forms of tuition packages are bookable. There is club membership on offer to regular users of the Bouldering Hall and casual visitors can make use of the facility outwith prebooked sessions. An online booking sheet is available to indicate availability.

The maximum capacity for groups using the Bouldering Hall is 35.



The Bouldering Hall can be viewed through a glazed partition from the café for those not wishing to participate.

The design of the Bouldering walls allows for high levels of challenge to be set by competition organisers and the Centre is available for hosting championship events.

Pump Track and Mountain Biking

The Centre offers various bike related experiences. There are experienced instructors available to provide tuition and lead groups in pump track use. There is an introductory level track where beginners can develop their skills prior to testing themselves on the championship standard course. The large course can be ridden in a variety of ways which provides entertainment for all levels of participant. There are sections of the tracks that are suitable for all abilities of riders and a selection of accessible bikes are available for hire to those with specific needs.

The Centre is able to host national standard pump track events with all facilities from café, refectory and hostel being available for booking. There is extensive parking and surrounding landscape on site for hosting large scale events.

With the direct adjacency of Dalbeattie forest, which is one of the 7stanes Mountain Bike trails, the Centre is ideally suited to those wishing to make mountain biking one of their activities. The Centre offers instructor led excursions of various lengths and challenge which can be tailored to specific requirements.

Equipment hire for both pump track and mountain biking is available on site and should be pre booked to ensure availability.

Community Rooms

The Centre has three bookable rooms of approximately 50m² which can be used for various purposes from small conference rooms to office or activity space. The large entrance hall can be used as breakout/activity space or a catering area. The building sits separate from the rest of the centre and can be booked as a whole or as three separate spaces.

Catering packages are available either in the café area or delivered to the building.



7. THE TEAM

Centre Management

Due to the nature of the service offered at Rocks and Wheels, the Centre has an ever changing level of activity. This requires a flexible workforce to meet the varying levels of demand throughout the weeks and over the year. To meet that varying demand the people managing and operating the Centre are a flexible, multi-disciplinary team who are able to assist with cover in whatever area of service requires their input during peak times.

Core hours and duties are set out below but it is only possible to deliver an effective and efficient service by the willingness of staff to be flexible with their hours and to assist in areas outwith their core responsibility.

Centre Manager (40hrs) Recruitment, at least 6 months prior to go live date.

The Centre Manager will be responsible for all aspects of managing and operating the facility. They will be responsible to the Board of the company who in turn will report to the Board of Dalbeattie Community Initiative.

Their duties will include:

1. HR responsibilities for all members of staff, including recruitment.
2. Statutory compliance such as:
 - Financial management, record keeping and reporting
 - Health and Safety
 - Food hygiene and Instructor training overview
 - Insurance cover
 - Building maintenance including water management
 - Fire regulations
 - HMO licence??
3. Preparing Management reports
4. Financial management of all departments with day to day responsibility delegated to dept. leads.
5. Service development to maximise turnover and profit
6. Price setting including market research
7. Marketing
8. Scheduling specialist maintenance contracts for building and plant and specialist equipment (catering etc)
9. Quality Control
10. Hands on assistance where required

Assistant Manager / Senior Instructor (35hrs) Recruitment 10 weeks prior to go live date.

This role will include the requirement to deputise for the Centre Manager as necessary. They will work with the Centre Manger to ensure that all aspects of the services being provided are operating in an effective and efficient manner and providing the best customer experience possible. They will be responsible to the Centre Manager.

Their core duties will include:

1. Line Manager to all Instructors and Maintenance staff and in the absence of the Centre Manager, all other staff



2. Developing suitable and exciting activities
3. Risk assessments
4. Developing with others suitable administration systems for the various activities being offered (including paperwork, software and hardware).
5. Develop clubs within the various activities, organise the administration of these and encourage membership.
6. Overseeing activity equipment maintenance and stock control
7. Ensuring that the activities being offered by the Centre are run in a safe manner.
8. Staff training and welfare
9. Organising rotas and negotiating staff cover or providing assistance elsewhere as demand requires

Instructors 5 No. (35hrs) Recruitment 2 weeks prior to go live date (Seasonal staffing needs to be considered).

The recruitment and start date of these staff members will depend on the availability of trained candidates. Some site specific training will be required and will be provided by the companies who are installing the bouldering walls and pump track.

The anticipated “go live” date of January 2026 will allow a staggered recruitment of instructors and may allow time for unqualified candidates to gain qualifications through on site or off site training.

Their core duties will include:

1. Developing training programmes and entertainment packages for bike and bouldering activities
2. Ensuring the facilities are suitable and safe for use
3. Host training sessions and individual and group activity sessions
4. Organise club memberships and encourage competition participation
5. Responsible for the upkeep of and issuing of equipment for hire.
6. Basic maintenance of equipment and the reporting of equipment which requires specialist repair.
7. Stock control

Maintenance Operative - Building and Grounds 2 No. (1 @35, 1@18) Recruitment of full time operative 4 weeks prior to go live date, part time operative required by start of growing season.

Core duties will include:

1. General planned preventative maintenance. Schedule to be drawn up for regular duties including:
 - Water management
 - Fire integrity
 - Building security
 - Fabric inspections
 - Gutter clearance
 - Drainage management
 - Plant maintenance (scheduling of specialist subs where required)
 - Relamping
 - Grounds inspection and repairs
2. Repairs to building fabric as required.



3. Repairs and maintenance of furniture and fittings
4. Litter picks
5. Minor painting and decorating touchup
6. Out of season redecoration
7. Spare part stock control
8. Grease trap maintenance
9. Grounds maintenance

Catering Staff- Head Cook (40hrs) Recruitment 4 weeks prior to go live date.

Core duties will include:

1. Line management of assistant cooks and waiting staff
2. Rota scheduling and determining with Centre Manager what hours of opening should be provided through the seasons as demand varies
3. Menu setting for café and catering packages for hostel and visiting groups including working with Centre Manager to determine pricelist.
4. Catering Health and Safety
5. Stock control
 - Stock taking
 - Ordering and invoice checking
6. Environmental Health compliance
7. First line equipment maintenance
8. Managing the stocking of vending machines
9. Preparation of food
10. Budget management

Assistant Cook (2@35hrs) Recruitment to match when demand predicts additional staff required. Probably end February 2026. Up to that time Head Cook to manage early business.

Core duties include:

1. Food preparation for both Hostel and Café.
2. Food preparation for events
3. Preparing daily stock request forms.
4. Cleaning of kitchen, servery and store
5. Dishwashing
6. Serving/plating at table of bulk food orders for visiting parties
7. Providing cover for café/reception if required

Waiting Staff (4 @10hrs or 40hrs total) Recruitment date to be determined nearer opening date. The requirement for waiting staff will be seasonal and will need to match demand. There is likely to be a core of regular staff who will be supplemented with casual labour at peak times.

Core duties include:



1. Delivering food and drinks to café and refectory tables, inside and on terrace.
2. Clearing of tables, disposing of waste and assisting with dishwashing if time allows
3. Some food preparation training will be provided to allow minor items of food to be assembled and served.
4. Carrying out servery duties, taking orders and payment using the electronic till system.
5. Helping out in other areas of the facility as required.

Hotel Services- Head Cleaner with assistance from Assistant Cleaners (35hrs head cleaner, 39hrs assistant cleaners)
 Recruitment of head cleaner required 4 weeks prior to going live. Assistant cleaners will be recruited and scheduled as required. Deep clean of Centre following handover from builders and placement of equipment will be required before opening. Assistance from other staff will be needed.

Core duties will include:

1. Scheduling of cleaning requirements and producing assistant cleaners rota.
2. Stock control of linen and cleaning consumables
3. Preparation of Hostel rooms for occupation as advised by electronic booking system and in consultation with administration assistants
4. Hostel communal lounge, entrance areas drying room etc will be cleaned on a daily basis.
5. Room check sheet to be completed
6. Main building - cleaning of refectory, café area and circulation areas to be done on a daily basis. Toilets to be checked 3 times during the day and cleaned as required but at least daily.
7. All other public spaces including changing place, baby change, staff toilet and shower room, to be cleaned daily.
8. Offices, stores and workshops to be cleaned by occupants.
9. Community building to be cleaned as required.

Admin Assistant - (2@40hrs) Recruitment will be scheduled nearer to go live date, once booking requirements determine what level of staff will be needed in the early months of operation. Hours of cover to be determined by the Centre Manager. The requirement may vary on a seasonal basis.

Core duties include:

1. Manning the Centre's reception desk and responding to enquiries
2. Act as the welcoming face of the Rocks and Wheels Centre
3. Take bookings for the Hostel and Centre activities and liaise with clients.
4. On site contact for residential parties
5. Update electronic booking sheets to ensure all staff are informed of future reservations to allow planning and scheduling to take place.
6. Take responsibility for ordering all day to day supplies and services that are provided by outside agencies.
7. Operate the book keeping system and organise payment runs for the Centre Manager.
8. Act as the Centre Cashier.
9. Operate the payroll system on behalf of the Centre Manager.
10. Assist the Centre Manager and other staff in the delivery of their roles.
11. Operate as the receiving point for telephone, email, Facebook, etc enquiries. Receive phone calls to the



12. At times, man the café servery and take orders, using the integrated till to pass orders directly to the kitchen.

Out of season staffing will be reviewed closer to going live. The requirement to increase and decrease the resource required to deliver cleaning, catering, instructors services and possibly admin services through the year means seasonal staffing needs to be considered.

The requirement for overnight cover during the season when the Hostel is busy needs investigated. The possibility of providing living accommodation for a member of staff who would undertake the role of facility supervisor overnight can be written into a job description or shared across a number of roles. It may be possible to recruit an instructor or a couple seeking seasonal work at the Centre who could be provided with containerised living accommodation in exchange for being available overnight, should there be a requirement for staff attendance out of hours.



8. IT AND SUPPORTING TECHNOLOGY

Technology in this case is largely concerned with IT systems and infrastructure, but may include other elements.

Proposed Approach:

- RAW does not want to develop their own software systems. Nor does it want to employ its own IT specialists for maintenance or support of its systems.
- Consequently we are looking for 3rd party software, hardware, and service providers both for initial establishment and for ongoing support of IT systems.
- The initial approach, subject to further investigation, will be for low cost standard solutions with no RAW specific developments / enhancements. Realistically at this stage we are probably looking for the 'minimum necessary' solutions at the lowest cost, but cost / functionality trade-offs will be evaluated.
- Where possible software and subsequent support will be paid for on a variable cost basis (e.g. online booking software paid for on a per booking basis). Opportunities to achieve this may be limited, but will be used where possible.
- Where possible IT Infrastructure (servers, data storage, etc.) will be hosted offsite. There are no purpose built hardware facilities built into the design. Any limited onsite equipment will only require normal office conditions.
- We may not find a totally integrated software solution at a reasonable price level. Bespoke developments to integrate different 3rd party solutions are to be avoided as they will give rise to issues in the future. An element of manual 'driving' of solutions is therefore probably inevitable, but obviously should be minimised.



9. FINANCIAL FORECASTS

The Design Team from Collective Architecture, and McGowan Miller construction consultants have updated the capital budget costings based on the design as submitted for Planning Permission. The tables below show the current estimated costs for the complete project.

Early stage Development Costs (incl VAT)

Project Vision and Feasibility	£77,290.00
Website Development	£1,000.00
Ground Survey for historical landfill sites	£29,690.00
total	£107,980.00

Main Capital Contract

General	£35,000.00
Downtakings	£203,160.00
Community building	£562,909.00
Central Building	£1,177,053.00
Bouldering room	£264,669.00
Hostel	£1,033,173.00
External Works	£424,539.50
Additional works	£213,050.00
Preliminaries (10%)	£391,355.35
Allowance for inflation 2Q23 to 3Q24 (6.19%)	£266,473.86
Contingencies/Risk Allowance	£457,138.27
subtotal	£5,028,520.98
VAT @ 20%	£1,005,704.20
total	£6,034,225.18



Rockworks Contract

Bouldering Indoor Manufacture and Installation	£79,440.00
VAT @ 20%	£19,860.00
total	£99,300.00

Velo Solutions Contract

Pump Track installation	£331,250.00
Pump Track landscape and floodlighting	£84,000.00
VAT @ 20%	£103,812.50
total	£519,062.50

Other Capital Costs (incl VAT)

Equipment and Furniture	£250,000.00
Ex-Theatre building conversion	£100,000.00
total	£350,000.00

Consultant Fees (incl VAT)

Collective	£268,953.13
Design Engineer Workshop	£67,229.98
DEW SER Fee	£571.68
Rybka	£71,736.03
Quantity Surveyor - McGowan and Miller	£51,460.17
Principal Designer - McGowan and Miller	£4,980.02
Project Manager - David McMillan	£32,750.00
VAT consultant - Greg McNally	£4,500.00
Legal Fees for CAT - Abbey MacAteer GGB	£2,016.00



Survey Work	£117,728.00
Planning Permission	£9,630.00
Building Warrant	£13,722.30
Bouldering Design - Rockworks	£6,000.00
Pump Track Design - VeloSolutions	£12,450.00
Accountancy	£8,200.00
total	£671,927.31

Revenue Costs 2023-2026

Development Officer (3days/wk)	£40,953.78
Development Officer on-costs	£2,820.64
Finance Officer (1day/week)	£11,640.72
Staff training and learning	£2,400.00
Funding and Team Management/Monitoring (2day/week)	£25,584.00
Volunteer expenses	£1,000.00
Website hosting	£522.00
Meeting space	£522.00
Contribution to Office Overheads (50%costs)	£14,500.00
Community engagement displays	£1,000.00
Community engagement events	£8,607.43
Property insurance	£10,000.00
Trading Company set up	£150.00
Events and Fundraising	£1,000.00
total	£120,700.57

Project Total £7,903,195.56 (capital £7,782,494.99 and revenue £120,700.57)





INCOME AND EXPENDITURE SUMMARY:

Farries Kirk And McVean accountants reviewed and advised on the Income and Expenditure summary which has been developed to show estimate of Year 1 through to Year 5 of the running project.

Carried Forward *	£0.00	£7,423.84	£33,496.39	£82,448.80	£158,942.99
Income	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Year 4 2028/29	Year 5 2029/2030
Hostel room only (1)	£273,750.00	£301,809.38	£332,744.84	£366,851.18	£385,193.74
Refectory full board food element (2)	£204,491.00	£225,451.33	£248,560.09	£274,037.50	£287,739.37
Pump Track private hire (3)	£3,000.00	£3,150.00	£3,307.50	£3,472.88	£3,646.52
Outdoor coached sessions (4)	£8,661.00	£9,094.05	£9,548.75	£10,026.19	£10,527.50
Bouldering private hire (5)	£4,000.00	£4,200.00	£4,410.00	£4,630.50	£4,862.03
Bouldering public sessions (6)	£55,000.00	£57,750.00	£60,637.50	£63,669.38	£66,852.84
Café (7)	£48,750.00	£51,187.50	£53,746.88	£56,434.22	£59,255.93
Room Hire (8)	£18,243.00	£19,155.15	£20,112.91	£21,118.55	£22,174.48
Misc. Sales (9)	£54,778.00	£57,516.90	£60,392.75	£63,412.38	£66,583.00
Courses with inhouse coaches (10)	£13,000.00	£13,650.00	£14,332.50	£15,049.13	£15,801.58
Outdoor Kiosk (11)	£0.00	£0.00	£0.00	£0.00	£0.00
Total generated income	£683,673.00	£742,964.30	£807,793.70	£878,701.90	£922,636.99
Expenditure					
Catering Supplies (a)	£101,296.40	£110,655.53	£120,922.79	£132,188.69	£138,798.12
Wages (b)	£335,691.52	£356,672.24	£377,652.96	£398,633.68	£419,614.40
NI employer contr (b)	£25,271.00	£26,850.44	£28,429.88	£30,009.31	£31,588.75
Pension employer contr (b)	£6,591.94	£7,003.93	£7,415.93	£7,827.92	£8,239.92
Staff Training (c)	£10,000.00	£10,500.00	£11,025.00	£11,576.25	£12,155.06

Staff Travel (d)	£1,500.00	£1,575.00	£1,653.75	£1,736.44	£1,823.26
Insurances (e)	£14,520.00	£15,246.00	£16,008.30	£16,808.72	£17,649.15
Heat & Light (f)	£22,000.00	£23,100.00	£24,255.00	£25,467.75	£26,741.14
Water Rates (g)	£1,320.00	£1,386.00	£1,455.30	£1,528.07	£1,604.47
Building & Site Repairs (h)	£5,500.00	£5,775.00	£6,063.75	£6,366.94	£6,685.28
Equipment Repairs (i)	£2,750.00	£2,887.50	£3,031.88	£3,183.47	£3,342.64
Stationery & Postage (j)	£528.00	£554.40	£582.12	£611.23	£641.79
Communications (k)	£1,980.00	£2,079.00	£2,182.95	£2,292.10	£2,406.70
Waste collection (l)	£4,427.50	£4,648.88	£4,881.32	£5,125.38	£5,381.65
Computer and Software (m)	£10,000.00	£10,500.00	£11,025.00	£11,576.25	£12,155.06
Laundry and Cleaning supplies (n)	£6,600.00	£6,798.00	£7,001.94	£7,212.00	£7,428.36
Misc. Sales Stock purchases (o)	£32,866.80	£34,510.14	£36,235.65	£38,047.43	£39,949.80
Repairs and Renewals (p)	£6,600.00	£6,930.00	£7,276.50	£7,640.33	£8,022.34
Advertising & Marketing (q)	£10,000.00	£10,500.00	£11,025.00	£11,576.25	£12,155.06
Accounting Fees (r)	£18,480.00	£19,404.00	£20,374.20	£21,392.91	£22,462.56
Legal Fees (s)	£0.00	£0.00	£0.00	£0.00	£0.00
Depreciation (t)	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00
Bank Charges (u)	£1,056.00	£1,108.80	£1,164.24	£1,222.45	£1,283.57
General Expenses (v)	£3,300.00	£3,465.00	£3,638.25	£3,820.16	£4,011.17
Card Payment processing (w)	£2,640.00	£2,772.00	£2,910.60	£3,056.13	£3,208.94
Overdraft interest (x)	£3,330.00	£3,429.90	£3,532.80	£3,638.78	£3,747.94
Business Rates (y)	£6,000.00	£6,180.00	£6,365.40	£6,556.36	£6,753.05
<i>Rent to DCI (z)</i>	<i>£12,000.00</i>	<i>£12,360.00</i>	<i>£12,730.80</i>	<i>£13,112.72</i>	<i>£13,506.11</i>
Total Expenditure	£676,249.16	£716,891.76	£758,841.29	£802,207.71	£841,356.31



Running balance	£7,423.84	£33,496.39	£82,448.80	£158,942.99	£240,223.68
Annual profit/loss	£7,423.84	£26,072.55	£48,952.42	£76,494.19	£81,280.69

Income Information.

Calculations for Y1 developed against income research document 2022 then adjusted to allow for recent inflation rates. Y2-Y5 target increase income of 5% each year.

(1) 54 beds at average 55% occupancy over the year charged at £25pppn excl VAT (£30 pppn incl VAT) 10950 residents (30beds x 365days) = £273,750. Increase by +5% occupancy each year, as well as the 5% inflation. Max out occupancy at 70% in Year 4 and beyond.

(2) assuming 50% of the residents are full board with food element additional £37.35pppm excl VAT (additional £45pppn on top of £30 room charge) 10950 residents / 2 x 37.35 = £204,491. Increase by +5% occupancy each year (first 4 years) and the 5% inflation

(3) private hire for parties, groups, and events without coaching twice a month at £125 excl VAT each hire (£150 incl VAT) = £125 x 24 = £3,000

(4) coached sessions 2hrs/day 4days a week, 8hrs 1 day/week (i.e., Sat.) = (16hrs @ £10.41/hr excl VAT; £12.50/hr incl. VAT) x 52 wks = £8,661/yr

(5) private hire for parties, groups, and events with supervision twice a month at £166.66 excl VAT each hire (£200 incl VAT) = £4,000

(6) averaging 20 persons visiting each day 75% of the year (275days) = 5500 visits/yr charged entry £10 excl VAT (£12 incl VAT) = £55,000

(7) 60 seat cover (40 indoor 1 + 20 outdoor) at average 50% covers - 30 covers 5 days/week over the year (260days) = 7800 persons with anticipated average spend of £6.25 excl VAT (£7.50 incl VAT) per person = £48,750

(8) 3 rooms each hired average of 2hrs each day charged at £8.33/hr excl VAT (£10.00 incl VAT) = £18,243

(9) Sales of misc. items. 16450 individual visitors (residents + bouldering centre number) over the year with anticipated average spend £3.33 /person excluding VAT (£4.00 incl VAT) averaged.) = £54,778

(10) delivery of 2 training sessions in various disciplines each week = 104 sessions each year anticipated income of £125/session excl VAT (6persons @ £25/person incl VAT) = £13,000

Expenditure Information.



Costs based on whole centre running regardless of usage levels Y1 costs verified as below in 2022 then 10% added to reflect recent inflation rates. Y2-Y5 increasing by 5% each year to allow for inflation, with exception of staffing starting at 80% proposed staffing increasing by 5% with aim of growing the workforce each year.

- (a) 40% of café sales - industry standard as advised by FKMcV
- (b) refer to staffing breakdown sheet
- (c) verified by FKMcV as reasonable
- (d) verified by FKMcV as reasonable
- (e) cost advised by FKMcV and in line with another residential activity camp in Scotland
- (f) cost advised by FKMcV and based on other large premises within the area.
- (g) verified by FKMcV as reasonable
- (h) verified by FKMcV as reasonable
- (i) verified by FKMcV as reasonable
- (j) verified by FKMcV as reasonable
- (k) verified by FKMcV as reasonable
- (l) costs based on purchase of DG Council bins and current waste collection costs
- (m) nominal figure
- (n) cost advised by FKMcV and in line with another residential activity camp in Scotland
- (o) 60% of sale income - industry standard for retail
- (p) cost advised by FKMcV
- (q) assigned budget amount
- (r) £400 for day to day bookkeeping, payroll and VAT verified as reasonable by FKMcV - £10000 / annum to finance auditing for both companies accounts
- (s) FKMcV there should be no need for legal fees
- (t) allowance for depreciation of initial purchase of fixtures / fittings / equipment. [On-going repairs / renewals is at (p)]. Dependent on how these purchases will be funded. Assume £150k over 5 years for now.
- (u) cost advised by FKMcV
- (v) assigned budget amount
- (w) cost advised by FKMcV for card payment processing
- (x) £600 overdraft set up fee based on 1.5% charge of £40K then 12% interest charge/month
- (y) c.half rentable value - so used half DCI Rental payments for now.



(z) nominal figure. Will need discussion with Charity Commission.



10. FUNDRAISING STRATEGY

The project would not have got to this point without the continuing support of Dumfries and Galloway Council and South of Scotland Enterprise. We are grateful for their commitment to the project.

Funders to date

Date of Award	Funder	Purpose	Value
2017-2020	Scottish Government's Strengthening Communities Programme CEIS	Project vision, feasibility, Development Officer, Surveys	£77,290
April 2018	Peoples Project Trust	development and running of Rocks and Wheels Website	£1,000
November 2018	Just Enterprise	assist with developing financial forecast spreadsheet.	8 days
January 2020	D&G Council Town Centre Fund	for ground survey work and the engagement of architect to manage this work.	£29,690
May 2022	D&G Council – Community Led Economic Regeneration Fund	For RIBA stage 2-3 consultant works	£50,000
June 2022	Architectural Heritage Fund	For revenue costs to continue project development to asset transfer	£23,686
November 2022	South of Scotland Enterprise Grant	Enable work through to planning permission and support revenue costs to building warrant stage	£99,566
April 2023	Stewartry Sports Fund	Support for RAW Cycle Challenge	£500
May 2023	D&G Council Events Fund	To host Rocks and Wheels bike fest	£2,500
December 2023	UK Government Levelling Up Fund	Capital works	£5.2M
January 2024	D&G Council	Revenue support	£10,800
March 2024	Just Enterprise	Support to select the trading company model	4 Days
April 2024	Stewartry Sports Fund	Support for RAW Cycle Challenge	£250
2024/2025	D&G Council	Capital works	£443,508

Applications in Progress

The project has made two separate applications to Sport Scotland for the Pump Track and Bouldering facilities; an application for revenue support to Awards for All has been submitted; an application is being developed for SOSE capital funding and an application to UK Shared Prosperity fund for further revenue is underway.

Other funding to be investigated could come from a variety of agencies. The following are possible future funders for the project: Heritage Lottery, Garfield Weston, Land Trust, and Ruth and Bert Dunn Trust.



Local Fundraising

While the project is grateful to all our Funders, the award of grant funding sometimes comes with Terms and Conditions, which restricts expenditure in various ways. The project therefore needs to raise funds which are not restricted. Our local fundraising activities help to keep the community informed about the project and re-assure them that the project IS progressing, even when there is no visible activity on-site.

In 2023 the project launched the first Rocks and Wheels Cycle Challenge, a cycle sportive on the quiet roads around Dalbeattie. This was a success and on-line entries are OPEN for the 2024 event, which includes a new on/off road for riders of 'gravel' bikes which is the latest trend in cycling.

The project has run a number of Coffee Mornings, the latest of which was in February 2024. The Town Hall in Dalbeattie hosts a Coffee Morning, to benefit a local cause or organisation, nearly every Saturday throughout the year.

The Funding Workstream (see Section 4 above) is developing a sponsorship programme along the lines of the 'buy a brick' model. This will be launched when construction begins on-site and will offer sponsorship opportunities at all levels from many thousands of pounds to just a few pounds so that the whole community can get involved and claim a bit of 'their' project. The programme will have a target of £100K- £150K.

Startup Funding

The New Company Workstream is considering the level and sources of the start-up funding that will be needed by the trading company. The date and circumstances of the handover of the Centre from DCI to the trading company is being discussed.



11. MARKETING STRATEGY

In general, the marketing strategy aims for the centre to:

- Be a welcoming facility for the local community to enjoy the facilities and socialise.
- Attract all age groups to experience new challenges or increase their skills.
- Provide much needed accommodation for large groups, families and associations and uniformed younger groups.
- Bring visitors into the area who will patronise other local businesses.
- Attract sporting events & challenges to the area that will put Dalbeattie on the sporting map.

Branding

- The Rocks and Wheels logo instantly informs the target market. It directly states what is available at the centre. (says what it is on the tin).
- An accompanying strap line will be investigated.
- The colour palette and branding will be on all promotions to increase familiarity.

Market Research

The more in-depth analyses will take place over the months of March through to July 2024, when the following will be examined:

- Competitors Comparison, building a competitive edge and USP.
- Understanding Potential target market
- Understanding Demand and positioning the centre accordingly
- SWOT Analyses
- Identifying and costing all income streams.

Website

The website will be frequently updated, increasing its optimisation by Search Engines. The landing pages will be updated with current reels and visual content to enhance optimisation and to continue to attract new followers and keep the interest of all potential customers on every platform.

The Website will:

- Have clear pages to inform the reader.
- Always be current and updated with content.
- Have links to social media platforms.
- Have links to a blog.
- Display live rates for all products, packages and show availability.
- Allow secure on-line booking and payment.
- Display Special Offers.
- Be rich in visual material.
- Be thorough in its descriptions of products especially accommodation.
- Have attractive and interesting landing pages full of rich content.
- Feature a calendar of events for the year ahead.
- Have the facility to feed into the database.
- The ability to analyse key performance indicators.

The website should be user ready well in advance of the centre opening date.



Social Media

The project has prepared a timetable, planning when accounts on each of the major social media platforms will be created and activated. These platforms favour reels to obtain the best leverage. It is important to understand the rules within each platform that will have either have a detrimental or a positive effect on the reach of each individual post. As stated above content will be engaging and always associated with a landing page within the website. Hashtags and targeting will be specific to the content of the post to increase engagement and optimise reach. All social media platforms should be in place and running campaigns from the end of 2024, creating interest as far in advance of the centre opening as possible.

There will be interaction / following of other players within the market i.e. Cycling Clubs, International Sporting Organisations.

Email Campaigns

Data will be harvested as early as possible and will build on through the preliminary months and beyond the centre opening. The actions of campaigns will constantly regard GDPR laws and take appropriate action accordingly. It is envisaged that the first email campaign will be by January 2025, a year prior to opening. IT/Electronic system throughout the centres operations will support all Marketing functions.

Press Releases / Media

As the project develops from build towards completion and launch, press releases will be sent to local media and targeted lifestyle magazines.

Events including Pre-Launch Sample

Rocks and wheels will have a presence at events in the region that will spread and convey all the attributes of the centre. Events for the purpose of PR, promotions such as Crowd Funding and to attract sponsors will be organised by the Steering Group. It is envisaged that a sample group will experience the centre, its activities, its facilities, and feedback on the guest experience prior to opening. This will inform the management as well as making excellent content for all marketing, in particular excellent content material.

Dalbeattie and the DCI and other organisations already hold high profile events for example Hardrock Challenge, the Dalbeattie Walking Festival and Solway Yacht Club Sailing Regatta. All these events will help spread news of the Centre's progress and opening dates.

Local community and word of Mouth

As in the section above: recommendations and the spread of news by mouth from the community and beyond prior to opening, throughout the build and after completion is the most natural form of marketing.

Other Booking Platforms

A profile will be created to advertise on key booking platforms i.e. Booking.com, Airbnb, Trip Adviser, Hostelling websites, and Visit Scotland.

Reviews and Feedback

All reviews and feedback will be replied to in an appropriate and professional manner.

Our Patron Dame, Barbara Kelly

A Scottish Civic Activist is the patron of the project. Dame Kelly was a pupil at the school and campaigns in many issues within the region. She was the trustee of the Royal Botanic Gardens and convenor of the Millennium Forest



for Scotland Trust which won multi-million-pound funding. Beyond those, she has held various board level positions including the accolade of Honourable Fellow of D&G College and the first women Director of Clydesdale Bank. Dame Kelly brings a wealth of experience to the project.



12. RISK MANAGEMENT

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

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

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

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

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



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



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



Current DCI Projects and Work for 2024/25

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

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

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

2. Visitor Information Point at Initiative Shop

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

3. Dalbeattie Walking Festival

- I. 4 day walking event – covering walks across the Stewartry and including Mable Forest.
- II. Serve as an event to attract visitors to the area and discover the wider area.
- III. Work with Stewartry Ramblers, Dalbeattie Community Forest Partnership, and Dalbeattie Community Bus.

4. Kippford Slipway and Pontoon

- I. The continued maintenance and financial management.
- II. Provide access to the sea for all of the community and tourists.

5. Hardrock Challenge

- I. 2 day cycling and running – duathlon event. Held in Dalbeattie Forest and on 7stanes mountain bike trails.
- II. Provide an event for whole community to participate.
- III. Serve as an event to attract visitors to the area.
- IV. Encourage development of sport and achievement.
- V. Target 250 adult participants, 180 junior participants and approximately 50 volunteers.
- VI. Supported by sponsorship of around 20 local businesses.

6. Musical Minds

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



- V. Aim to reduce social isolation and bring together those most vulnerable in our community.

7. What's On Guide

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

8. Dalbeattie Matters Website and Facebook page

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

9. Community Screens

- I. Produce a community slide show, 3 times a year to be shown across 5 screens in the community.

10. Dalbeattie Ebike Project

- I. Aim of the project is to improve community health and wellbeing through introduction to cycling and to develop long term change towards more sustainable travel.
- II. Project delivers led rides with varying levels of difficulty to introduce and encourage cycling in and around our area, both on and off road.
- III. Sustrans funding allowed for purchase of 8 bikes and Smarter Choices Smarter Places have been funding the project costs to date.
- IV. Continue to provide part time paid Ebike coordinator position.
- V. Increase participation level of users and introduce more rides as more ride leaders become trained.
- VI. Project is supported by local bike shop MPG cycles who have provided us with a cycle hub within their business grounds, and maintain the bikes.

11. Solway Forest Red Squirrel Network

- I. Continued conservation of Red Squirrel in our area.
- II. Be actively involved in squirrel conservation in conjunction with Scottish Wildlife Trust's project Saving Scotland's Red Squirrel for example leading on the garden surveys for Dalbeattie and surrounding area.
- III. Develop processes and strategies to take on the responsibility for grey squirrel control in our area.

12. Christmas Lights for High Street and Event

- I. Continue to maintain and improve the Christmas Lights on Dalbeattie High Street. This includes putting up and taking down of Christmas lights and decorations; this includes real trees, festoon lighting, lanterns and lighting tree on Colliston park pond.



13. Dalbeattie Community Pantry

- I. Provide part time employed position as Foodbank coordinator.
- II. Ensure the service reaches everyone in need within the community.
- III. Assist to secure funding for continuation throughout the year.
- IV. Introduce 'start up' packs to give those in need some extra assistance when most vulnerable.
- V. Introduce signposting to assist the most vulnerable to get out of poverty.
- VI. Sustain the volunteer group of 15 persons.

14. Burn Street Box Project

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

Open Office Service

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

Working with Other Groups

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

Volunteering

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

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



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

Originally in October 2016 we were interested in knowing what the community would like to happen to the site after the school closed. Posters and leaflets were distributed around the local area. The feedback was completed by email to Dalbeattie Community Initiative and social media. Below are the top 14 suggestions in popular order.

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

Community Consultation Summary

Date	Event or Activity
2016	Social Media Community Aspirations
Jan 2017	Community Consultation including group presentations with Dalbeattie Primary and High School and local community groups
Sep 2017	Two open evenings to present the first draft vision of the project
2018	Logo competition. The winning entry by Millie Hird, P7 Dalbeattie Primary School, has been used in the page footer below.
2018	Two open days to present detailed design images and a 3D image
2019	Social Media platforms and website launched
2020/21	Covid 19 !
2022	Post Covid survey launched, newsletter created, letter of support received
2022	Equestrian community questionnaire and evaluation
2022	Cup and a Blether 2-day community event, including the famous smoothie-making bikes.
2023	Rocks and Wheels Cycle Challenge fundraising event
2023	Dalbeattie Bike Fest, supporting the UCI Summer of Cycling, a family event for the community.
2024	Rocks and Wheels Coffee Morning. Fundraiser and community update.

The project will continue to engage with our community as the project gathers pace by means of a varied series of events. A comprehensive account of Community Consultation is available on request.



Feasibility Reports/Survey/Consultancy Summary

April 2018	Photographic record of the inside and outside of the whole site.
April 2018	Conditions survey of all buildings on site – completed by McGowan Miller Construction Consultants
June 2018	Topographical survey report – completed by GNW Associates
June 2018	Measured buildings survey report – completed by GNW Associates
June 2018	D&G Council provided pre work bat survey report from their files [dated 2013]
November 2018	D&G Council provided Asbestos reports from their files [dated 2016]
November 2018	Landmark Environmental check – completed by Tektonika Architects
December 2018	Bouldering report and quotation – provided by Rockworks
December 2018	Energy Strategy Report – completed by Carbon Futures
April 2019	CEiS Early-Stage scoping report – completed by Community Enterprise in Scotland.
August 2019	CAT Application stage 1
September 2019	Historic mapping and title deeds report
September 2019	Project briefing documents – completed by DCI Project Development Officer
September 2019	RIBA Work stage 1 – completed by Tektonika Architects
September 2019	Mountain Biking for mental health benefits report
February 2020	Pump Track report, design and quotation – completed by Velo Solutions
June 2020	Ground Survey investigations and report – completed by Aitken Laboratories
September 2020	Landfill Ground Investigation Survey: Boreholes and Samples to determine extents and depths and composition of previously unrecorded landfill on two past of Asset Transfer site “Nursery” and “playing field” including Desktop survey of all site features: completed by JCC, funded by D&G TCCF.
June 2021	Quantity Surveyors Costings from project briefing - completed by McGowan Miller Construction Consultants
February 2022	CAT Application Stage 2
June 2022	RIBA Work Stage 2 - completed by Tektonika Architects
November 2022	RIBA Work Stage 3 - Design Team appointed: SOSE funded
February 2023	Drainage CCTV survey extents and condition – completed Lanes Group
February 2023	Drainage Impact Assessment completed by DEW
February 2023	Tree Survey – completed by Caledon Tree Surveys
February 2023	Thermological feasibility desktop survey – completed by Rybka
February 2023	Utilities Survey – completed by Discovery Surveys Ltd
March 2023	Ground Condition Investigation Survey: Boreholes and samples adjacent retained buildings – completed by JCC
April 2023	Community Connect event public presentation
August 2023	Ecological Survey (BATS) – completed by Stuart Spray Wildlife Consultancy
September 2023	Traffic Management Impact Assessment – completed by Rybka
October 2023	Planning Application – completed by Design Team
January 2024	Intrusive Asbestos Report – completed by Environmental Essentials
January 2024	Timber Structural Condition Survey – completed by Hutten Rostron
January 2024	Hazardous Materials Survey – completed by Hutten Rostron
January 2024	Masonry Damp Penetration Survey – completed Hutten Rostron
March 2024	Building Standards Warrant application – completed by Design Team
September 2024	Anticipated Project site start
September 2025	Anticipated Project completion
March 2026	Anticipated Project operational

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



APPENDIX D

Role	Time Basis	Info	Salary	Employers NI	Employers Pension	Position Total Cost
Facility Manager (at times an activity leader)	full time - 1 position	40hrs/wk @ Manager	£41,600.00	£4,485.00	£1,060.80	£47,145.80
<i>over all responsibility for the day to day running incl staff and working directly with the board. Full time rota shifts as req'd</i>						
Administration and Reception	full time - 1 position of 2	40hrs/wk @ Senior	£27,040.00	£2,475.72	£624.00	£30,139.72
Administration and Reception	full time - 2 position of 2	40hrs/wk @ Senior	£27,040.00	£2,475.72	£624.00	£30,139.72
<i>responsible for all office based duties - may take supervisory role in absence of facility manager. 2 posts to all shift work to cover receptions day and evening.</i>						
Activity Leaders - indoor bouldering	full time - 1 position of 3	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Activity Leaders - indoor bouldering	full time - 2 position of 3	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Activity Leaders - indoor bouldering	full time - 3 position of 3	35hrs/wk @ Junior	£21,840.00	£1,758.12	£468.00	£24,066.12



<i>responsible for supervising and coaching of indoor bouldering centre along with upkeep and maintenance. 3 posts to allow 2 persons to cover 12hr period 7 days/week</i>						
Activity Leaders - outdoor pump track/activities	full time - 1 position of 3	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Activity Leaders - outdoor pump track/activities	full time - 2 position of 3	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Activity Leaders - outdoor pump track/activities	full time - 3 position of 3	<u>35hrs/wk@ Junior</u>	£21,840.00	£1,758.12	£468.00	£24,066.12
<i>responsible for supervising and coaching biking and any other outdoor activities, along with equipment maintenance and upkeep. 3 posts to allow 2 persons to cover 12hr period 7 days/week</i>						
Main Cook - for café and residential boarding	full time - 1 position	40hrs/wk @ Senior	£27,040.00	£2,475.72	£624.00	£30,139.72
<i>responsible for management of all food services</i>						
Assistant cook	full time - 1 position of 2	35hrs/wk @ Junior	£21,840.00	£1,758.12	£468.00	£24,066.12
Assistant cook	full time - 2 position of 2	<u>35hrs/wk@ Junior</u>	£21,840.00	£1,758.12	£468.00	£24,066.12
<i>responsible to the main cook and working shifts to cover kitchen/servery as required</i>						



Waiting staff/servers	part time - 1 position of 4	10hrs/wk @ Junior	£6,240.00	£0.00	£0.00	£6,240.00
Waiting staff/servers	part time - 2 position of 4	10hrs/wk @ Junior	£6,240.00	£0.00	£0.00	£6,240.00
Waiting staff/servers	part time - 3 position of 4	10hrs/wk @ Junior	£6,240.00	£0.00	£0.00	£6,240.00
Waiting staff/servers	part time - 4 position of 4	10hrs/wk @ Junior	£6,240.00	£0.00	£0.00	£6,240.00
<i>waiting staff to cover the indoor and outdoor café - clearing and cleaning table etc. 4 positions allowing for flexibility around busy lunch days</i>						
Head Cleaner - whole property (hostel cleaner)	full time - 1 position	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Cleaner - hostel	part time - 1 position	18hrs/wk @ Junior	£11,232.00	£294.22	£149.76	£11,675.98
Cleaner - meeting rooms, offices, corridors and communal spaces	part time - 1 position of 2	12hrs/wk @ Junior	£7,488.00	£0.00	£0.00	£7,488.00
Cleaner - meeting rooms, offices, corridors and communal spaces	part time - 2 position of 2	12hrs/wk @ Junior	£7,488.00	£0.00	£0.00	£7,488.00
Relief Cleaner - to cover all duties for staff holidays	as above	5.6wks for each @ Junior	£5,174.40	£0.00	£0.00	£5,174.40



<i>head cleaner will be overall management of cleaning of whole property</i>						
Ground and Building Maintenance	full time - 1 position	<u>35hrs/wk@ Senior</u>	£23,660.00	£2,009.28	£522.60	£26,191.88
Assistant Maintenance person	part time - 1 position	18hrs/wk @ Junior	£11,232.00	£294.22	£149.76	£11,675.98
		Totals	£419,614.40	£31,588.75	£8,239.92	£459,443.07
Wage Rates:	Manager	20				
	Senior Role	13				
	Junior Role	12				
23 positions total. Highlighted light orange opportunity for training scheme positions						



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

The main responsibilities of the Project Owner are:

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

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

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

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

The main responsibilities of the Project Sponsor are:

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



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

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

The main responsibilities of the Project Manager are:

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



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

End of Document.

