

Dunblane Development Trust : Strategy to 2021



INTRODUCTION & BACKGROUND

1.1 The DDT Story so far

- Dunblane Development Trust (DDT) was formed in 2003 out of the Community Futures initiative which resulted in the production of the first Dunblane Community Action Plan. DDT is a company limited by guarantee with charitable status, with a board comprising of up to 16 directors, bringing a range of business, community, professional and voluntary expertise.
- DDT has been in operation for 15 years, and has made annual returns both to Companies House and to OSCR over this time. The Trust has successfully applied for and managed grants from a variety of bodies including the *Scottish Government, Stirling Council, Forth Valley Leader, Climate Challenge Fund, BIG Lottery Investing in Ideas, Awards for All* and *Foundation Scotland*.
- DDT has carried out many successful projects ranging from volunteer led activities such as Dunblane in Bloom, the Dunblane Environment Group, Memory cafe and erection of the annual Christmas lights to larger scale projects such as the management of the Braeport Community Centre and the purchase and developing the Riverview building in the High St that house a restaurant and apartments.

1.2 Connected to the Community

- Dunblane Community Action Plans have been produced in 2003 and 2009, both based on very strong community engagement and participation through the Community Futures initiative. DDT was formed after the first Community Action Plan to take forward a number of the priority projects. The Community Action Plan of 2009 was an opportunity to revisit the community's priorities, and provided DDT with a continuing mandate for action over the next 5 years.
- DDT, Dunblane Community Council, Discover Dunblane (BID) and Stirling Council jointly commissioned a Town Centre Charrette with support from the Scottish Government in 2015. The output of the Charrette process was expected to provide an Action Plan which could contribute to the future agenda for the DDT and other community organisations. The Action Plan which emerged is in the main focussed on the town centre, reflecting the parameters of the Charrette process.
- DDT also seeks to engage directly with the Dunblane community. Its AGM is open to all and volunteering opportunities attract a range of local people. Regular use has been made of a local news magazine which is circulated to all households. A new DDT website has been developed which gives information on the purpose of DDT, its activities and Board members. Over the past 2 years, considerable effort has been made in the use of Facebook which has connected DDT to existing members and the wider community. A newsletter was circulated to all homes in 2017 and it is DDT's intention to continue this on an annual basis.
- We encourage feedback, and are always aware that our efforts are directed at community need and benefit.

1.3 Community Vision for Dunblane

The Community Action Plans of 2003 and 2009 established and confirmed a long term vision for Dunblane. In reviewing our Strategy for 2016 – 18, and preparing the Strategy to 2021, we agreed that this Vision remained valid. Additionally we agreed that the overarching role of DDT is to help the community of Dunblane to achieve this Vision.

THE COMMUNITY VISION FOR DUNBLANE

A welcoming, safe and inclusive community – with first class childcare and educational opportunities for all ages, superb community facilities for leisure, arts, health and play, with a good range of housing to suit the needs of local people and new residents alike and where the local infrastructure is in balance with the population.

An enterprising community - with a thriving attractive town centre, bustling with shopping, restaurants and other facilities for local people and visitors. Where new enterprise is supported and encouraged and where an increasing number of people work within the town itself and where the local businesses work together to maximise their potential.

A well connected community - with good public transport links to major centres, where car use is supplemented with a good network of local transport to link the different areas of the town and where parking is useful and practical but does not dominate other needs.

A town with a first class local environment - with well maintained, safe paths and cycle routes within the town and to give access to the surrounding countryside, with parks and open spaces for recreation and delight, with a town centre that allows people on foot precedence over the needs of vehicles.

A community proud of its heritage - where the past enriches the present and helps to create a new and thriving future.

1.4 Strengthening Communities Programme

In 2015 DDT secured support and funding from DTAS (Development Trusts Association of Scotland) through the Scottish Government funded Strengthening Communities Programme. This funding has enabled us to appoint part time staff in funding and administration to support the work of our organisation.

CURRENT SITUATION

2.1 Board Structure

DDT is a company limited by guarantee with charitable status, with a board of up to 12 elected and 4 co-opted directors. Directors bring a range of business, community, professional and voluntary expertise.

To make practical progress, DDT has set up a number of volunteer Working Groups. These are the Dunblane Environment Group, Dunblane in Bloom, Mid Week Group and Memory Café group. In addition, there are two subgroups dealing with Communication and the management of the Braeport Centre.

DDT (Projects) Limited was established in 2009 as a wholly owned subsidiary company, with the main purpose being to undertake funding, planning, development and construction of property for and on behalf of DDT.

2.2 Membership

DDT is a membership organisation, open to anyone over 16 living in Dunblane. Junior membership is open to young people aged 12 – 17. Currently DDT has around 400 members, which represents around 6% of the eligible population. We keep in touch regularly with our members and the wider community through emails, press, DDT website and Facebook. Our Membership Secretary is not on the Board of DDT, but has a very important job of maintaining records, and keeping in touch with the members.

2.3 Partnerships

DDT works in partnership with other local community organisations, in particular the Community Council and Discover Dunblane (BID). The Dunblane Windfarm Community Fund is administered by DDT on behalf of the Dunblane Windfarm Community Fund Committee. DDT is an active member of Dementia Friendly Dunblane and facilitates the Life Changes Trust funded project. DDT is a member of Development Trust Association Scotland and Scottish Council for Voluntary Organisations.

2.4 Resources

Volunteers

All Board Directors and the Membership Secretary are volunteers. All our working groups are made up of and managed by volunteers. These volunteers ensure that the work of DDT is carried out and is successful – and also that it is recognised and appreciated by the wider community.

Staff

Since the last Strategy we have been able to augment our staffing through the Supporting Communities funding and now employ a part time caretaker, cleaner, administrator and funding officer. In addition we have been able to call on the support of a communications professional to support the development of our website and use of Facebook. A part time Development Worker is hosted by DDT on behalf of Dementia Friendly Dunblane to offer support and activities to people living with dementia and their carers.

Support from Others

We are members of DTAS and SCVO and can access the support they provide. Stirling Council has provided valuable practical support to the working groups and the Braeport Centre, as well as funding that has been secured from the Council's grant schemes.

Assets

- DDT has secured ownership of the Braeport Centre – a key community facility used by many local groups. Ownership now gives us the opportunity to explore the improvement and redevelopment of the centre.
- DDT owns the Riverview Building on the High Street, which was built in a gap site to improve footfall on the High Street. It currently has a cafe on the ground floor and flats above.
- *Dunblane in Bloom* takes responsibility for a van which was provided by a local business and a polytunnel for propagating plants.

Funding

- DDT aims to develop a “mixed economy” model of funding, without over reliance on either grants or one source of income.
- The employment of a funding officer has allowed us to expand the range of funding sources we have accessed and also to increase the overall funding available to our organisation.
- We have gained experience of applying for and managing grant funding for a variety of projects, and from a variety of sources, including the Big Lottery, Stirling Council, Scottish Government, LEADER, and Climate Challenge Fund.
- Small grants, in particular Tesco Bags of Help, have been invaluable in supporting the work of our volunteer working groups and we now manage funding from the Life Changes Trust on behalf of Dementia Friendly Dunblane.
- At present, the Braeport Centre generates income from lets, which cover the running costs, staffing and maintenance. A small surplus is generated which contributes to the unrestricted reserves of the DDT as a whole. The redevelopment of the Braeport Centre will require significant funding from grants, loans and other sources. It is anticipated this will be a major focus of effort over the next 5 years.
- The purchase and development of the Riverview Building was funded through a mix of grants and loans. The loan is being paid off by the income generated from the lease. The loan will be paid off in 2018-19. At this point the income generated will become available to DDT.
- It is our intention to develop a funding and fundraising strategy for the objectives and projects set out in this Strategy, particularly for the redevelopment of the Braeport Centre.

OUR STRATEGY FOR 2018-21

3.1 Developing the Strategy

The Board, in reviewing the range of activity DDT was involved in and the progress made since 2016, agreed that it was an opportune moment to refresh our Strategy to ensure it properly reflected the current position of DDT and that the objectives were fit for the future.

3.2 Strengths, Weaknesses, Opportunities and Threats

We carried out a SWOT analysis to examine our current position. This will help us to understand what we have to build on and what we have to address and improve on.

SWOT MATRIX

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none">• Skilled and committed volunteers• Track record• Entrepreneurial outlook• Business Model• Assets• Skilled and committed staff• Governance• Financially sound• Communication	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none">• Capacity• Volunteer dependency• Recruitment• Grant dependency• Income generation• Focus• Profile
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none">• Skilled & Professional Community• Healthy & Affluent Community• In-migration• Environment & culture• City Deal• Community Empowerment Act• Active community council.• Political support• Funding opportunities	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none">• Strategic Alignment• Funding opportunities• Market competition• Community engagement• Pockets of deprivation• Commuters• Housing market• High Street• Political change• Regulation• Reputation

3.3 Community Vision for Dunblane (see paragraph 1.3 above)

The Community Action Plans of 2003 and 2009 established and confirmed a long term vision for Dunblane. In reviewing our Strategy for 2016 – 18, and preparing the Strategy to 2021, we agreed that this Vision remained valid. Additionally we agreed that the overarching role of DDT is to help the community of Dunblane to achieve this Vision.

3.4 Dunblane Development Trust's Mission

**'To enable Dunblane to be welcoming, enterprising and well connected,
with a first class cultural and physical environment'**

This Mission sits alongside the vision for Dunblane set out in the 2009 Community Action Plan, ensuring that we are in alignment with our partners locally.

3.5 Our Objectives

To realise our mission and vision for Dunblane we will work towards our Strategic Objectives, which detail **how** we will work.

Our Objectives are:

- a. To fully engage with our community
- b. To identify and develop ideas for the benefit of our community
- c. To deliver high quality projects
- d. To work effectively with our partners
- e. To develop and strengthen our organisation

These Objectives are not set out in priority order, rather those which reflect our core values of working with our community and partners are set out first, as these reflect the cornerstones on which DDT is built and by which it operates.

OUR ACTION PLAN FOR 2018-21

The Action Plan below sets out the actions which we will take to realise our ambitions. These actions are set out under each of our strategic objectives, are prioritised and targets are set on an annual basis. It is our intention to review these targets annually and set targets for the following year. This will be communicated to our members at the AGM and will form the basis for our communication with the wider community and funders.

OUTCOME What will success look like?	PRIORITY ACTIONS What will we do?	TARGETS How will we measure our progress?			LEAD BOARD MEMBER Who will lead on this?
		Year 1	Year 2	Year 3	
OBJECTIVE 1: TO FULLY ENGAGE WITH OUR COMMUNITY					
Our understanding of the needs of target groups is improved.	Identify the needs and wishes of our community	A community wide survey completed			Sue Harley
More people are members and volunteers of DDT.	Promote membership and volunteering opportunities	Volunteer Recruitment and Support Plan in place Updated Communication Strategy agreed *A “door stepping” campaign completed			Anita Smiley/Rosie Hunter Communication Committee /David Warburton
More people aware of DDT and what we do.	Develop a more inclusive communication strategy	* 60 new members attracted * 6 monthly newsletters circulated * A new DDT operational strap line in use * Event Programme to engage with members and the wider community agreed			Communication Committee /David Warburton
OBJECTIVE 2: TO IDENTIFY AND DEVELOP IDEAS FOR THE BENEFIT OF OUR COMMUNITY					
New/improved services available to local residents	Develop identified initiatives	Develop a Heritage lottery Application in association with relevant partners			Barbara Allan/Alan Booth/Rosie Hunter
OBJECTIVE 3: TO DELIVER HIGH QUALITY PROJECTS					
Dunblane is a dementia-friendly community	Manage the Life Changes Trust Project	Life Changes Trust project successfully completed			Dougal Thornton/Barbara Allan
Improved community centre	Manage and redevelop the Braeport Centre	Draw up action plan for Phase 1 of redevelopment of the Braeport. Review day to day management of the Centre to improve efficiency.	Planning permissions secured and fundraising commenced.	Phase 1 funding secured	Ian Gill/Dave MacPherson
High quality services are available to residents	Manage our existing projects to a high standard	All projects are successfully completed and monitored to ensure they meet their			DDT Board

		outcomes and financial targets			
OBJECTIVE 4: TO WORK EFFECTIVELY WITH OUR PARTNERS					
We are aware of and work effectively with our partners.	Continue to support and collaborate with key partners and partnerships.	Take an active part in Dunblane Community Partnership and Discover Dunblane.			Barbara Allan
OBJECTIVE 5: TO DEVELOP AND STRENGTHEN OUR ORGANISATION					
Our governance is improved.	Maintain and improve the running of our organisation	All policies and procedures reviewed annually and checked against any new legislation to ensure they remain fit for purpose. Attract new Board members reflecting the skills audit where possible.			Sue Harley/Ian Gill/Dave McPherson
Our organisation is financially sustainable	Secure funding to deliver identified projects and the day to day running of the organisation	Increase unrestricted income (fundraising events/membership fee review) Continue to identify suitable funders for specific projects. Retain a funding officer. Adopt a more formal budget process with longer term financial forecasting.			Ian Gill/Barbara Allan/Rosie Hunter
Board members/Trustees are effective in carrying out their role	Develop an effective system of internal communication	Put in place a formal Board review process and succession plan. Review future staffing needs in light of Strengthening Communities funding falling away in April 2019. Identify appropriate support for the Officers and Strategy Leads Capacity building – Board & staff			DDT Board